



Jacques Rogge

Dr. Jacques Rogge
International Olympic Committee
President

The 2002 Olympic Winter Games in Salt Lake City were an outstanding achievement for the Olympic Movement and a wonderful experience for the world. Through years of planning and dedication, the Olympic Family and the host nation overcame crises and remained steadfast in the commitment to ensure the success of Salt Lake 2002.

It was said in global media coverage that the world needed these Olympic Games. Amidst a difficult time in world events, the 2002 Winter Games in Salt Lake City celebrated the Olympic ideals, demonstrating the depth, relevance and significance of Olympism and sharing with the world a powerful message of friendship, unity and peace.

The message of Salt Lake 2002 reached a greater audience than any previous Olympic Winter Games. Thousands of journalists covered the story of Salt Lake 2002. Billions of television viewers in 160 countries tuned into the Games broadcast. And hundreds of thousands of spectators witnessed in person the achievements of 2,399 athletes from 77 countries over the course of 17 memorable days.

The success of Salt Lake 2002 was made possible, in large measure, by the partnership between the Olympic Movement and the international business community. The support and commitment of Olympic partners provide a global stage and opportunity for the world's greatest athletes. This vital partnership also enables the IOC to be a leader in sport and to further promote the Olympic values and ideals throughout the world.

This document testifies to the excellence of the 2002 Olympic Winter Games, to the contributions that the Olympic broadcasters and sponsors have made to the Olympic Movement and the athletes, and to the success that our Olympic partners have enjoyed.





Gerhard Heiberg

Mr. Gerhard Heiberg
IOC Marketing Commission Chairman

The 2002 Olympic Winter Games in Salt Lake City were supported by the most successful Olympic marketing effort in the history of the Olympic Winter Games. Salt Lake 2002 established marketing-related records in broadcast, sponsorship and ticketing; set a new standard for creating a strong platform for the Olympic Games and the Olympic Image; and achieved a balance between the values of the Olympic Image and the commercial agenda that is essential to the staging of the Games today.

The theme of Light the Fire Within anchored the strong image of Salt Lake 2002, created a powerful marketing platform for the Olympic Family and the Olympic partners, and provided inspiration for all. The Olympic sponsors integrated their marketing programmes into the fabric of the Games, complemented the visual presentation of the Games and enriched the Olympic experience for spectators and athletes. The Olympic broadcast partners worked to promote the Olympic ideals and brought the Salt Lake 2002 experience to billions of viewers around the world.

As the Olympic partners provide vast support for the Games and the athletes, the Olympic Movement provides unparalleled returns on the partnership investment. With a marketing platform based on universally shared ideals and values, the Games provide vast business opportunities. These opportunities, in turn, continue to provide Olympic partners with measurable enhancements in brand awareness, sales, corporate morale, business relationships, and contact with both global markets and local communities.

The Olympic Movement is proud to work in partnership with leading companies that help us all realise our Olympic dreams. This report not only demonstrates the power of Olympic marketing, but also expresses our gratitude for the dedication and support of the Olympic broadcast and marketing partners.



Michael 2 Payne

Mr. Michael Payne
IOC Marketing Director

The 2002 Olympic Winter Games in Salt Lake City were an outstanding success, having a profound impact on the Olympic Movement, the Olympic partners and the people of the world.

The great worldwide appeal of the Olympic Games was evident in the success of the Salt Lake 2002 broadcast. Establishing records in global reach, coverage and consumption, an estimated 2.1 billion viewers in 160 countries experienced the Games via television, consuming more than 13 billion viewing hours. Beyond bringing the Olympic action to the world, the Olympic broadcast partners also embraced the spirit of these Games, communicated the Olympic ideals, and aided the success of Salt Lake 2002 with strong promotions and powerful programming.

Salt Lake 2002 spectators also demonstrated the appeal of the Games. An estimated 70,000 people per day visited Salt Lake City during the Games, and more than 1.525 million Olympic Winter Games tickets were sold. This represents 95% of the available total — a record for any Olympic Games, winter or summer.

Salt Lake 2002 demonstrated the power of what is undoubtedly the leading sports sponsorship programme in the world. The Worldwide Olympic Partners continued their tradition of dedication and commitment, providing years of unfailing support to make the Games happen. The OPUS sponsorship programme within the host nation also provided crucial support for the Games, generated record revenue, and established a strong legacy for the future of youth and sport in the host state of Utah.

The Salt Lake 2002 Marketing Report documents the success of Olympic marketing programme and the power of Olympic partnership. The report demonstrates the value of the partners' Olympic investment, and highlights the commitment of the Olympic partners to the athletes, the Games and the Olympic ideals. I thank all of the 2002 Olympic Winter Games partners, sponsors and licensees for their dedication and support.



section one	
THE 2002 OLYMPIC WINTER GAMES	1
section two	
THE SALT LAKE 2002 VISION	9
section three	
THE SALT LAKE 2002 EXPERIENCE	15
section four	
SALT LAKE 2002 SPONSORSHIP OVERVIEW	35
section five	
THE SCOPE OF OLYMPIC SPONSORSHIP	45

Historic Success for the Olympic Winter Games	1
Olympic Marketing and the Success of Salt Lake 2002	7
Light the Fire Within	10
Contrast, Culture, Courage	11
Salt Lake 2002 Olympic Broadcast	15
The World's Press at Salt Lake 2002	25
Salt Lake 2002 Tickets	26
Salt Lake 2002 On-Line	28
Celebrate Humanity.	30
The Value of Salt Lake 2002 Olympic Sponsorship	35
Managing the Olympic Sponsorship	38
Olympic Partner Recognition	39
Protecting the Olympic Sponsorship	41
Supporting the Olympic Athletes	47
Olympic Sponsorship and the Environment	50
Olympic Sponsors and Community Outreach	51
The Olympic Torch Relay	52
Sharing the Olympic Spirit	56
Making the Olympic Games Happen	57
Bringing the Olympic Games to the World	60
Enhancing the Olympic Experience	62





Brand Enhancement	68
A Global Marketing Platform	70
Partnership on the World's Stage	72
The Corporate Olympic Spirit	76
Olympic Business Results	77
The Invitation of a Lifetime: Building Olympic Business Relationships	79
Salt Lake 2002 Olympic Licensing Success	86
Salt Lake 2002 Licensing Development and Management	87
Making the Olympic Licensing Investment	88
Leveraging the Olympic Licensing Investment	89
2002 Olympic Revenue Generation	91
2002 Olympic Revenue Distribution	93
Financing the 2002 Olympic Winter Games	94

section six
67 THE IMPACT OF OLYMPIC SPONSORSHIP

section seven
85 SALT LAKE 2002 LICENSING

section eight
91 SALT LAKE 2002 MARKETING AND FINANCE

section nine
97 ACKNOWLEDGEMENTS



1

THE 2002 OLYMPIC WINTER GAMES

Historic Success for the Olympic Winter Games

THE 2002 OLYMPIC WINTER GAMES IN SALT LAKE CITY MARKED AN ACCOMPLISHMENT FOR THE OLYMPIC MOVEMENT. SALT LAKE 2002 ESTABLISHED NEW BENCHMARKS FOR SUCCESS, GENERATED LASTING SUPPORT FOR THE FUTURE OF OLYMPISM AND MADE A PROFOUND IMPACT UPON THE PEOPLE OF THE WORLD.

The 2002 Olympic Winter Games began on 8 February 2002, the night of the Opening Ceremony, when — following an emotional and unifying journey of more than 13,500 miles — the Olympic flame ignited the Olympic cauldron in Salt Lake City, Utah.

For 17 days, the Olympic athletes shared with the world a spirit of hope and promise at Salt Lake 2002. Less than five months after the host nation had endured one of the greatest tragedies in its history, the world experienced a vital celebration of global friendship, unity and peace.



“The Olympic Games celebrate human endeavour and the desire to better ourselves. There are no losers at the Olympics, only winners. That is an increasingly urgent message that the world must heed. Let the Games begin.”

— The Japan Times



"I wish the world could always to be this way."
— Salt Lake 2002 Olympic spectator

Salt Lake City welcomed the world. The 2002 Olympic Winter Games are remembered today as a peaceful and safe gathering amidst turbulent times. Salt Lake 2002 captured the world's attention more than any Olympic Winter Games in history and had a powerful impact on the host nation and the people of the world. Salt Lake hosted 2,399 Olympic athletes from 77 countries through 16 days of competition in 78 events, spanning 15 disciplines and seven sports.

The 2002 Olympic Winter Games demonstrated the power of the Olympic Image and the prolific growth of interest in winter sport throughout the world. Salt Lake 2002 stands as the most-watched Olympic Winter Games in history.

→ Dedicated Olympic broadcast coverage reached more than 2.1 billion television viewers in 160 nations.

The greatest number of visitors and spectators in history experienced the vitality and excitement of the 2002 Olympic Winter Games. Salt Lake 2002 stands as the best-attended Olympic Winter Games in history.

→ More than 1.5 million tickets were sold, and Salt Lake City hosted an average of 70,000 Olympic visitors each day of the Games.

SALT LAKE 2002

Olympic Athletes	2,399
Olympic Teams	77
Olympic Sports	7
Olympic Disciplines	15
Olympic Events	78
Olympic Volunteers	25,000

The spirit of the Olympic Games resonates universally beyond the world of sport. More than 93% of Salt Lake 2002 spectators surveyed stated that the Olympic Games is an international celebration of sport and culture.

The Olympic Games are a unifying force throughout the world. More than 96% of Salt Lake 2002 spectators surveyed stated that the Olympic Games bring people from different countries and backgrounds closer together.



SALT LAKE 2002



TM ©1997 SLOC



The Salt Lake 2002 athletes participated in one of the finest settings and on some of the finest competition courses in the history of the Olympic Winter Games. Salt Lake City was the largest metropolitan area ever to host an Olympic Winter Games. The city's downtown was transformed into Salt Lake Olympic Square, and the cityscape became a theatre of inspiring Olympic icons with the display of giant images of athletes. Park City, a small town thirty miles into the mountains, offered an idyllic winter-village setting to complement the metropolitan environment of Salt Lake City.

The Utah Olympic Oval provided Salt Lake 2002 with the fastest and highest speed skating track in history, at an elevation of 1,425 metres above sea level.

The challenging and varied terrain at Soldier Hollow in Wasatch Mountain State Park, with a summit elevation of 1,793 metres above sea level, offered Salt Lake 2002 the highest ever course for biathlon, cross-country and nordic combined events.

For the first time since 1948 St. Moritz, skeleton returned to the Olympic Winter Games programme with one event each for men and women. Sliders raced down the track at Utah Olympic Park at speeds of up to 140 kilometres per hour.

 Athletes from 25 nations earned a total of 234 Olympic medals at Salt Lake 2002.

The Olympic team from a unified Germany emerged the most successful over the course of Games, with an Olympic Winter Games record of 35 medals. Germany's medal tally for Salt Lake 2002 included 12 gold medals, the most of any Olympic team. This accomplishment is greater than any previously achieved by the Olympic teams from East and West Germany combined.

Salt Lake 2002 Olympic athlete Vonetta Flowers (USA) became the first person of color in the history of the Olympic Winter Games to win a gold medal.

Salt Lake 2002 athlete Janica Kostelic (Croatia) earned four medals in alpine skiing events, accomplishing a feat unprecedented in Olympic Winter Games history.



The 2002 Olympic Winter Games reaffirmed the preeminence of the Olympic Games in the world of sport. More than 82% of Salt Lake 2002 spectators surveyed stated that the Olympic Games is the best sporting event in the world.

 **Salt Lake 2002 athletes esteem the Olympic Games above all other events. More than 87% of Salt Lake 2002 athletes stated that the Olympic Winter Games are the pinnacle of sporting excellence.**





Olympic Marketing and the Success of Salt Lake 2002



“The Olympics provide companies with a marketing opportunity unlike any other.”

— The Wall Street Journal

The 2002 Olympic Winter Games in Salt Lake City were made possible by the most successful marketing effort in the history of the Olympic Winter Games. Salt Lake 2002 marketing generated lasting support for the future of Olympism and established records in broadcast, ticketing and sponsorship.

The accomplishments of the marketing programmes that supported Salt Lake 2002 can be seen both as the reason for, and the evidence of, the success of the 2002 Olympic Winter Games. As the strength of Olympic marketing formed an essential foundation for the staging of the Games, the success of the Games in turn enhanced the value of Olympic marketing.

Today, Salt Lake 2002 also stands as a testament to the spirit of commitment, perseverance and courage. The International Olympic Committee (IOC), the Salt Lake Organizing Committee (SLOC) and many government agencies within the U.S. confronted major crises along the journey toward the Games, and each remained steadfast in its resolve to support the 2002 Olympic Winter Games. The Olympic partners — broadcasters, sponsors and licensees — demonstrated their commitment to the spirit of Olympism, the success of the Games and the dreams of the athletes.



“The sponsors and partners supported us after the scandal, and after September 11th. They came and invested more and helped make the Games a success. They were our greatest friends and allies.”

— Mitt Romney, President and Chief Executive Officer, SLOC

Salt Lake 2002 testified to the enduring power of the Olympic Image, the global appeal of the Olympic Games, the value of Olympic marketing and sponsorship, and the rewards of a partnership with the Olympic Movement. This report demonstrates the success of the 2002 Olympic Winter Games in Salt Lake City and illustrates the support of the Olympic partners that made the achievement possible.



2

THE SALT LAKE 2002 VISION

THE 2002 OLYMPIC WINTER GAMES POSSESSED A SINGULAR IDENTITY. LIKE ALL OLYMPIC host cities in history, Salt Lake City enhanced the spirit of Olympism and rejuvenated the strength of the Olympic Image through its local color, culture and characteristics.

The visual presentation and communication platform for the 2002 Olympic Winter Games were based on one of the core values of the Olympic Games. Dreams and Inspiration, one of the intrinsic brand messages to emerge from years of global study into the Olympic Image undertaken by the IOC in the late 1990s, conveys the enduring power of the Olympic Games to inspire humanity to achieve personal dreams. The vision for Salt Lake 2002 was built from an understanding of this value and was encapsulated in the 2002 theme of *Light the Fire Within*.



The Olympic Games possess a singular and powerful Image. More than 87% of Salt Lake 2002 Olympic athletes agreed that the atmosphere at the Olympic Winter Games is unique among sporting events.

Light the Fire Within



"Light the Fire Within' should serve as a slogan for all: winners and losers, athletes and non-athletes. To follow a dream, to stretch our talents to the limit, to accept losses and go forward to be all that we can be and do the best job that we can is in fact a recipe for success and personal fulfillment."

— The Korea Herald

Light the Fire Within emphasised that the best qualities of the Olympic spirit are shared by all of humanity. The theme encouraged all who experienced the 2002 Olympic Winter Games to discover our greatest inner potential through the athletes' inspiring example of sacrifice and determination. The Salt Lake 2002 theme of Light the Fire Within was incorporated throughout every aspect of the Games and adopted as a slogan by athletes and spectators. The theme defined the 2002 Olympic Torch Relay, the Olympic Ceremonies and the Look of the Games. Light the Fire Within communicated a unified message of inspiration in the streets of the host city, in the Olympic venues, in the flame that burned in the Olympic cauldron for 17 nights, and in the Olympic symbol of five interlocking rings — made up of nearly two thousand points of light — that shined from the foothills of the Wasatch Mountain Range.



"We brought heart and character to the Games."

— Mitt Romney, President and Chief Executive Officer, SLOC



Contrast

The landscape of Utah, a diverse environment ranging from icy snow-capped mountain peaks to rugged red-rock canyons, reflected the vitality of the Olympic Winter Games and inspired a theme of contrast for Salt Lake 2002. This influenced the visual image of the Games with the design concept of Fire and Ice, present in the Salt Lake 2002 emblem, the Olympic Torch Relay, the Olympic Ceremonies and the Look of the Games. The theme reflected Olympism's rich blend of ancient and modern traditions, where timeless human values unite with the excitement of today's winter sport.



SALT LAKE 2002



TM ©1997 SLOC



Culture

The Salt Lake region has been the dwelling place of the four Native American tribes of Utah, a land of opportunity for pioneers of the Old West and a home for Mormon settlers. Salt Lake 2002 strived to honour Utah's eclectic heritage and to celebrate the cultural vitality of the Olympic Games. School children learned the histories and national anthems of participating nations, and throughout the state each community adopted a country and cheered its athletes. The Olympic Arts Festival brought a rich array of traditional and innovative dance, music, verse, painting, sculpture and film. The culturally diverse Olympic volunteer team used a knowledge of many languages to help make the Games happen. And the spectacles of the Olympic Ceremonies proved to be vitally inclusive of the world's many cultural traditions.



"There is wonderful harmony — all countries coming together. Everyone is rooting for everyone!"
— Salt Lake 2002 Olympic spectator

Courage

The enduring Olympic spirit has always resided in the courage of the athletes. In the months before the Salt Lake 2002 Opening Ceremony, however, the notion of courage became an even more significant and relevant theme for these Games. The 2002 Olympic Winter Games were a demonstration in courage — from the Olympic Family and the host nation in their steadfast commitment to stage these Olympic Winter Games, to the hundreds of thousands of Olympic visitors who shared in the Olympic experience, to the Olympic athletes who came to fulfill their dreams. Through courage in turbulent times, the 2002 Olympic Winter Games offered the world an opportunity to celebrate humanity in a peaceful gathering.



"We've seen some of the worst of humanity. Now, these Games represent the best of humanity."
— Salt Lake 2002 Olympic spectator

The Salt Lake 2002 Olympic Winter Games presented a cohesive image built on meaningful and complementary themes. The full integration and the diligent management of the Games vision enhanced the Olympic Image and reinforced its position beyond sport. The 2002 Olympic Winter Games vision created a powerful platform for the unparalleled success of the Olympic broadcast and marketing agenda. The Olympic partners built successful programmes using this image and communications platform and, in turn, helped to communicate the powerful message of Salt Lake 2002 to the world.



3 THE SALT LAKE 2002 EXPERIENCE

Salt Lake 2002 Olympic Broadcast

THE SALT LAKE 2002 OLYMPIC BROADCAST WAS THE MOST SUCCESSFUL IN Olympic Winter Games history, establishing records in global television coverage and consumption. The host broadcast organisation International Sports Broadcasting (ISB) provided a live feed of more than 900 hours of Olympic action, covering more than 78 competition and ceremonial events. More than 6,000 television network personnel from around the world worked with transmissions from over 400 ISB cameras, in addition to their own unilateral cameras, to transmit hundreds of hours of coverage back to 160 countries.

An estimated 2.1 billion viewers from 160 countries consumed over 13 billion viewing hours. Average global viewing in developing markets was 6 hours per viewer, rising to 18 hours in Japan and 29 hours in the U.S. When news and other coverage is taken into account, it is estimated that approximately 3 billion people were exposed to the 2002 Olympic Winter Games.

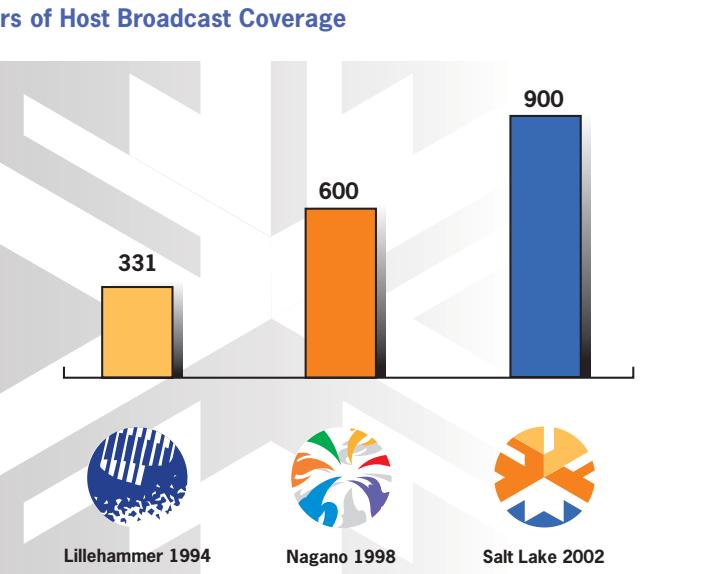
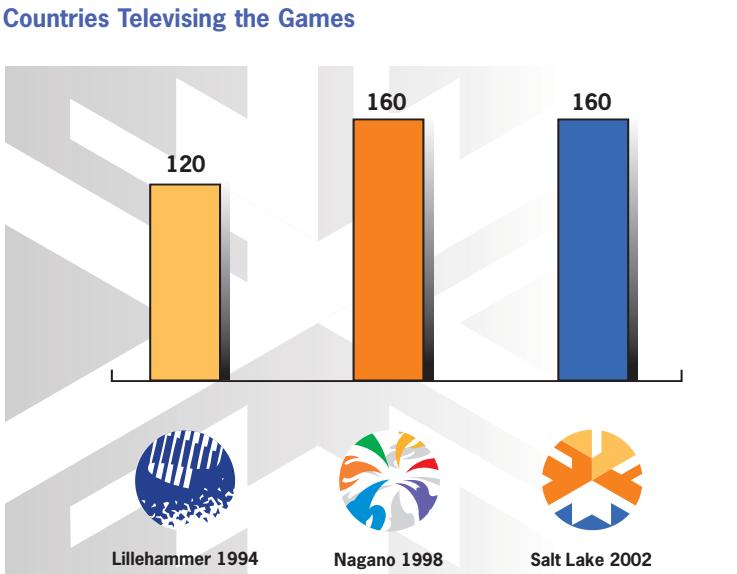
"The Olympic Games has broader broadcast appeal worldwide than television coverage of other sporting events — attracting a substantially greater audience across all demographic groups, including television viewers who ordinarily have no interest in sport."

— Gerhard Heiberg, Chairman, IOC Marketing Commission

Salt Lake 2002 marked the introduction of digital broadcast coverage by many broadcasters, leading to a dramatic increase in coverage — 500 extra hours in the United Kingdom through BBC Digital and 400 extra hours in Germany through the dedicated Olympic Channel on Premier World. Prime-time coverage in all major markets more than doubled that of 1998 Nagano.

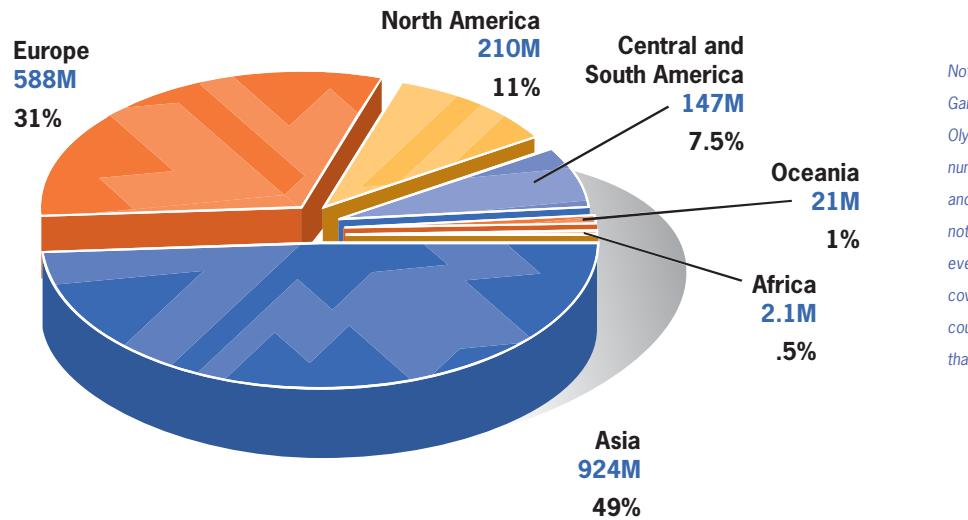
SALT LAKE 2002 Global Broadcast Figures	
Global Viewers	2.1 billion viewers
Countries Televising	160
Total Viewer Hours	13.1 billion
Individual Viewer Consumption (Global Average)	6 hr 15 min
Host Country Average Viewing	29 hours
Total Coverage (Sum of All Broadcasters)	10,416 hours
Total Prime-time Coverage (All Broadcasters)	2,350 hours

Note: Total Viewer Hours — the most accurate measurement of the appeal of the Olympic Games broadcast — measures the number of hours of programming that have actually captured the attention of the world's viewers over the course of the Olympic Winter Games. Viewer hours per programme is measured by multiplying the duration of the programme by the number of actual viewers. Total Viewer Hours is the sum of the viewer hours per Olympic programme amassed over the course of the Games.

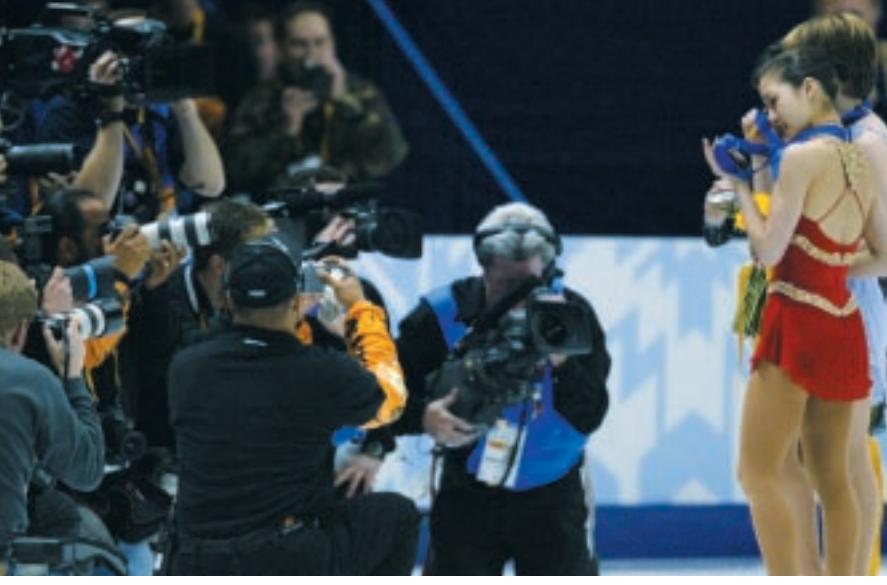


 People across all demographic groups are 20% more likely to watch Olympic Games coverage than regular spectator sports, according to global surveys.

SALT LAKE 2002 Viewer Hours by Continent



Note: Sports Marketing Surveys conducted global Olympic Games broadcast research on behalf of the International Olympic Committee. This report is based on conservative numbers. Out-of-home viewing, non-rights holding broadcast and news coverage of the 2002 Olympic Winter Games are not included. Olympic audiences differ from other sports events, in that broadcasters provide round-the-clock coverage, allowing the viewer to tune in and out over the course of the 17 days. Overall reach therefore is greater than any other event.



NORTH AMERICA

The Salt Lake 2002 broadcast in North America was a tremendous success. Viewers in North America each consumed an average of 24 hours of Salt Lake 2002 coverage. More than 5.7 billion television viewer hours emerged from North America.



“These Games surpassed my wildest expectations. Far and away the best Games I have ever been involved in.”

— Dick Ebersol, Chairman, NBC Sports and Olympics

United States: The Country's Most Successful Olympic Winter Broadcast Ever

Salt Lake 2002 was the most successful Olympic Winter Games broadcast ever within the United States. NBC and its two cable stations CNBC and MSNBC broadcast more than 370 hours to 187 million unique viewers.

⬇ Each U.S. viewer watched an average of nearly 29 hours of Olympic coverage — more than double that of 1998 Nagano and equal to that of the Centennial Olympic Games in Atlanta.

⬇ The U.S. television audience registered more than 5.1 billion viewer hours, nearly double 1998 Nagano.

For 19 straight days, U.S. Olympic broadcaster NBC out-performed all other major U.S. networks combined with its Olympic prime-time coverage. The Opening Ceremony attracted a rating of 27.4, an all-time high for any Olympic Ceremony — Winter or Summer. The Women's Figure Skating Free Programme, with 68 million viewers, was the highest-rated prime-time Thursday programme on any U.S. network television since 1998.

“I think there's a sense that people are talking about the Olympics now more than ever before. This has had the highest impact and weight of any major event that we've measured.”

— Randy Falco, NBC President

“For the 17 days of the Salt Lake Games, NBC's 19.2 [prime-time] rating represented an 18 percent improvement over CBS's in Nagano, Japan, and nearly 14 percent better than the rating it guaranteed advertisers. A total of 187 million unique, or unduplicated, viewers watched.”

— The New York Times

Canada: Unprecedented Coverage and Record Ratings

The Salt Lake 2002 broadcast was a great success across Canada, as 95% of the people in Canada with access to television watched some coverage of Salt Lake 2002. Canada's television audience registered more than 531 million viewer hours from 691 hours of coverage from CBC and partners RDS and TSN, with an average of more than 19 hours of dedicated coverage watched per viewer.

CBC achieved record ratings and unprecedented market shares with Salt Lake 2002 programming. Average daily Olympic ratings more than tripled normal February ratings, and day-time market shares reached 70% for events such as the Men's Ice Hockey Final (Canada v. USA).

⬇ The Men's Ice Hockey Final achieved a rating of 36, the all-time highest rating in Canadian broadcast history, as a record 8.6 million viewers (peaking at 10.5 million) tuned in to the event live.



EUROPE

For Salt Lake 2002, several key markets throughout Europe generated extraordinary broadcast results with unprecedented reach and consumption. An 8.5% increase in Europe's dedicated coverage for Salt Lake 2002 over 1998 Nagano generated a 21.4% increase in total viewing across the continent. The extensive coverage across Europe generated 3.8 billion television viewer hours, approximately 29% of global total.

Germany: The Most Viewer Hours In Europe

Germany generated the highest number of viewer hours of any European country and the highest number of broadcast hours. In addition to the 265 hours of coverage on ARD and ZDF, over 60 million had access to the 360 hours on Eurosport, and 2 million had access to 400 hours on the satellite channel Premiere World. Salt Lake 2002 generated impressive ratings and consistently high market shares in Germany. The audience of 11.9 million viewers for the K120 Team Ski Jumping on ZDF surpassed the home win by Michael Schumacher in the 2001 Formula One German Grand Prix (10.9 million viewers).

Germany's 765.9 million viewer hours represents a threefold increase over 1998 Nagano.

Norway: The Highest Consumption in Europe

Viewers in Norway consumed the greatest amount of dedicated Olympic Winter Games coverage. High broadcast ratings and market shares clearly demonstrate that the Olympic Winter Games is the greatest sporting event for Norway. A market share of 91% tuned in to the 12.5 km Biathlon Pursuit. The Men's 4x10 km Cross Country Relay achieved a market share of 90%, as nearly all of the early evening television audience watched Norway's team win the gold medal by 0.3 seconds.

Norwegians watched an average of 29 hours.

Russia: The Most Viewers in Europe

Russia was home to the largest number of unique Olympic television viewers in Europe, and Olympic broadcast ratings and market share were consistently high. The 30.1% average prime-time market share for Salt Lake 2002 programming on ORT exceeded the average prime-time market share for February sports programming by more than 50%. The Men's Ice Hockey Semi-Final Game (Russia v. USA) recorded a 75% viewing share.

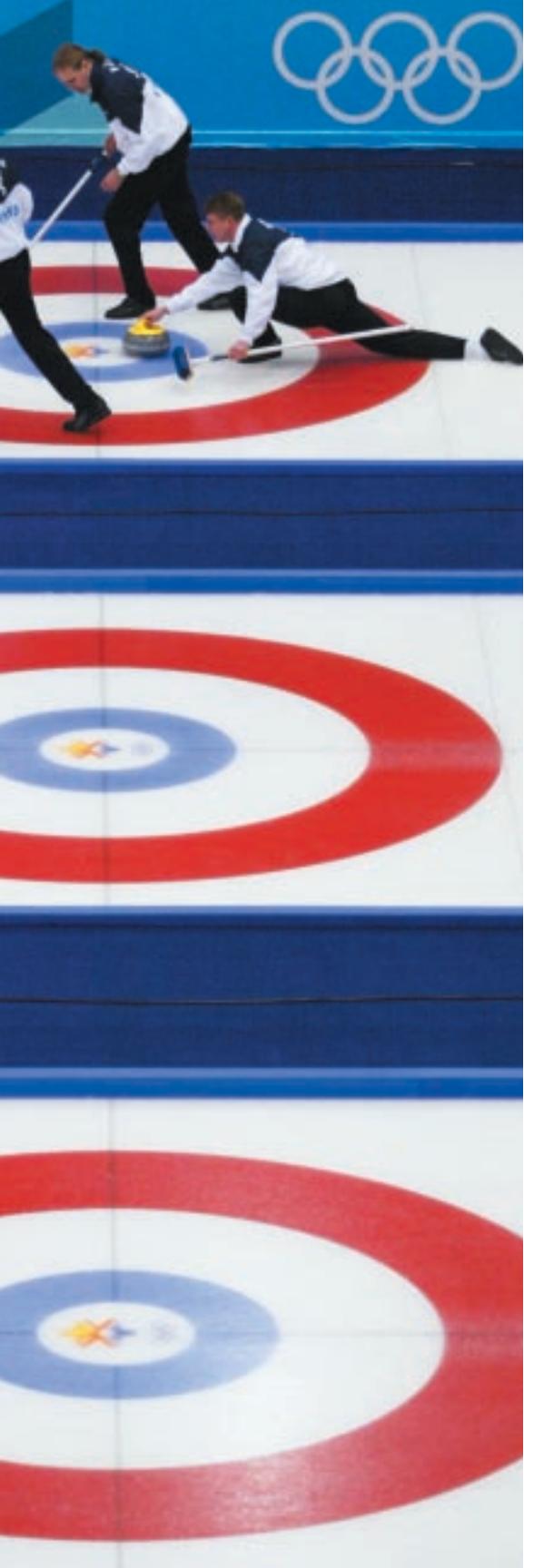
↓ An estimated 81.4 million unique viewers in Russia tuned into the Games.

Pan Europe: Expanded Coverage and Reach

Eurosport, the Pan-European dedicated sports channel, served several markets throughout Europe, providing viewers with expanded Olympic overall coverage and prime-time coverage for Salt Lake 2002 at 364 hours. An average daily reach of 30.1 million unique viewers established Salt Lake 2002 as the most successful event ever broadcast on Eurosport, surpassing the 1998 FIFA World Cup and the Sydney 2000 Olympic Games.

↓ Eurosport coverage of Salt Lake 2002 reached 132 million unique viewers.

 "For Eurosport, the Olympic Games is the most important event in the world of sports. Eurosport's approach matches one of the key objectives of the Olympic Games: accessibility to as many people as possible, across all nations."
— Angelo Codignoni, CEO & President, Eurosport



Sweden

Sweden's prime-time coverage of Salt Lake 2002 was regularly viewed by a 40% share of the available audience. Viewers consumed an average of 16 hours 43 minutes of the Salt Lake 2002 broadcast and amassed 131.2 million viewer hours, an increase of 73.7 million viewer hours over 1998 Nagano.

Austria

Viewers in Austria consumed an average of more than 10 hours of the Salt Lake 2002 broadcast, exceeding the average for 1998 Nagano by nearly 4 hours. Nearly 51% of the Salt Lake 2002 viewer hours were generated from prime-time coverage. Coverage of the Men's Downhill and the Men's Super-G achieved market shares of 73% and 75%, respectively.

Netherlands

In the Netherlands, speed skating audiences out-performed all of the nation's 2001 sports television audiences, including that of the FIFA World Cup qualifying matches. The Netherlands' 13.9 million unique viewers each consumed 8 hours 31 minutes of dedicated Olympic programming, generating 118.4 million viewer hours for Salt Lake 2002 — almost three times that of 1998 Nagano.

France

France's 18% increase in total coverage and the expansion of prime-time coverage for Salt Lake 2002 generated a 54% increase in viewer hours over 1998 Nagano. The three top-rated 2002 Olympic Winter Games programmes in France exceeded peak audiences for the 2001 Tour de France (5.4 million viewers) and the 2001 French Open men's tennis final (4.1 million viewers).

United Kingdom

In the United Kingdom, more than 5.7 million tuned in for the Women's Curling Final at midnight, nearly equaling the viewership of the FA Cup Final, which was broadcast on a Saturday afternoon.

ASIA

Despite unfavourable time differences, the success of the 2002 broadcast is a testament to the appeal of the Games in the 1998 Olympic Winter host nation of Japan and the growing interest in the Games across China, Korea and India. Japan increased its coverage over 1998 Nagano, and millions of viewers in India received free-to-air coverage of the Olympic Winter Games for the first time.

Asia was home to more than 924 million unique viewers, or 44% of the global total.

More than 865 hours of coverage were aired in Asia, generating over 2.2 billion viewer hours.

Japan

Following the success of the 1998 Olympic Winter Games, 554 hours of dedicated Salt Lake 2002 coverage reached more than 102.1 million unique viewers in Japan. Viewers amassed 1.8 billion viewer hours, as each consumed an average of nearly 18 hours. The 2002 Opening Ceremony achieved an audience of 23.3 million viewers and a 19.4 rating.

South Korea

More than 32.9 million unique viewers in the Republic of Korea watched dedicated Salt Lake 2002 coverage. Korea generated 170 million viewer hours, as each viewer watched an average of 5 hours.

China

China's dedicated sports channel, CCTV5, reached nearly a quarter of China's population (1.2 billion people) as the official Olympic broadcaster. In addition, the nationally available CCTV2 also broadcast selected Games coverage. With significant news coverage across the major networks, most of the population of China was exposed to the 2002 Olympic Winter Games.

India

More than 100 million people in India received free-to-air coverage of the Olympic Winter Games for the first time in 2002.





South Africa

SOUTH AMERICA

The Salt Lake 2002 broadcast exceeded all expectations in South America. Across the continent, total television viewer hours increased 65% over 1998 Nagano. The 2002 broadcast attracted 64.5 million and 16.1 million unique viewers in Brazil and Argentina, respectively. Mexico's 501.7 million viewer hours nearly doubled the 265 million viewer hours from 1998 Nagano.

OCEANIA

The Salt Lake 2002 broadcast achieved better-than-expected results in New Zealand and Australia. The Seven Network broadcast more than 5 hours per day of the 2002 Olympic Winter Games. The three top-rated Salt Lake 2002 programmes outperformed most of the highest-rated sports programmes from 2001, including the Australian Open semi-final tennis match (Agassi v. Rafter), viewed by 1.7 million in Australia.

AFRICA

South Africa's Olympic viewers were provided with Olympic broadcast coverage of more than 1,000 hours across six dedicated channels from satellite broadcaster M-Net Supersport. It has been calculated that 2.2 million unique viewers in South Africa tuned in to Salt Lake 2002 coverage. Across the rest of Africa there was limited access to dedicated Winter Olympic coverage through satellite broadcasts and news coverage. Salt Lake 2002 viewers in South Africa are estimated to have consumed an average of 16 hours 52 minutes of dedicated coverage.



The World's Press at Salt Lake 2002

Salt Lake 2002 attracted strong media interest from around the world.

- More than 2,650 accredited members of the press (including 650 photojournalists) from 59 countries covered Salt Lake 2002 on site.
- The Main Media Centre, a facility of 40,000 square metres, was a hub of activity that provided the media with information and imaging services, a steady and constant flow of information, press conference halls, office space, as well as dining and other services before and during the Games.



"I watched the Opening Ceremony with a warm feeling inside my heart. I remember thinking that even with all the fighting, corruption, terrorism and broken dreams in this world, the world will always be able to come together for such events as the Olympics."
— The Korea Herald



"The Olympic Games promote solidarity; they emphasize our shared humanity. They affirm the better parts of the human spirit."
— The Japan Times



84% of the world's media at Salt Lake 2002 described the services and facilities at the Main Media Centre as good or excellent.



Salt Lake 2002 Tickets

The 2002 Olympic Winter Games in Salt Lake City achieved unparalleled ticketing success. More tickets were available for Salt Lake 2002 than for any Olympic Winter Games in history. A greater percentage of tickets were sold for Salt Lake 2002 than for any previous Olympic Games (Winter or Summer).

- More than 1.5 million 2002 Olympic Winter Games tickets were sold, of the available 1.6 million.
- More than 95% of Salt Lake 2002 tickets were sold, eclipsing the previous record of 92.4% that had been set at the Sydney 2000 Olympic Games.

The Salt Lake 2002 ticketing programme established records in areas crucial for the future of the Olympic Movement — those of on-line capabilities and revenue generation:

- More than 80% of the 925,509 tickets sold in the U.S. were purchased on-line — up from approximately 4% two years earlier for Sydney 2000.
- The Salt Lake 2002 Olympic Winter Games ticketing programme generated \$183 million in revenue, exceeding the \$83 million bid revenue target by more than 120%.



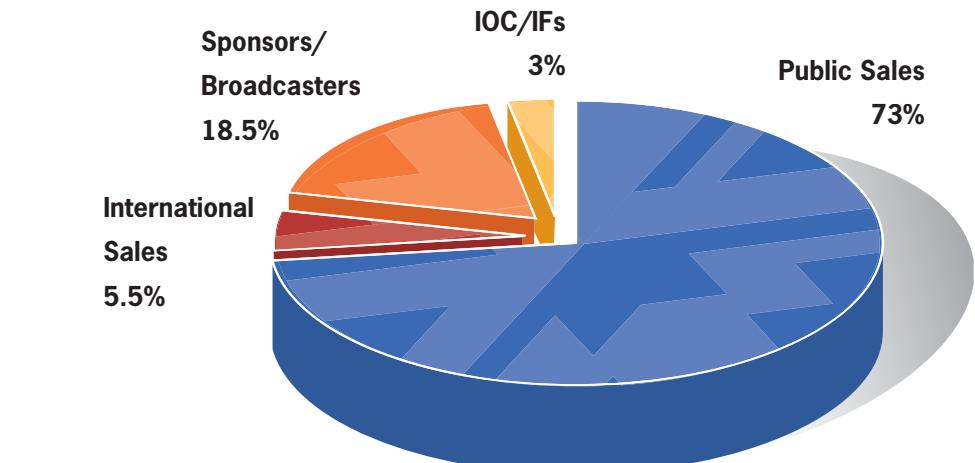
SALT LAKE 2002 Ticket Figures

Number of Tickets Available	1,605,524
Number of Tickets Sold	1,525,118
Percentage of Tickets Sold	95%

SALT LAKE 2002 Ticket Availability and Sales

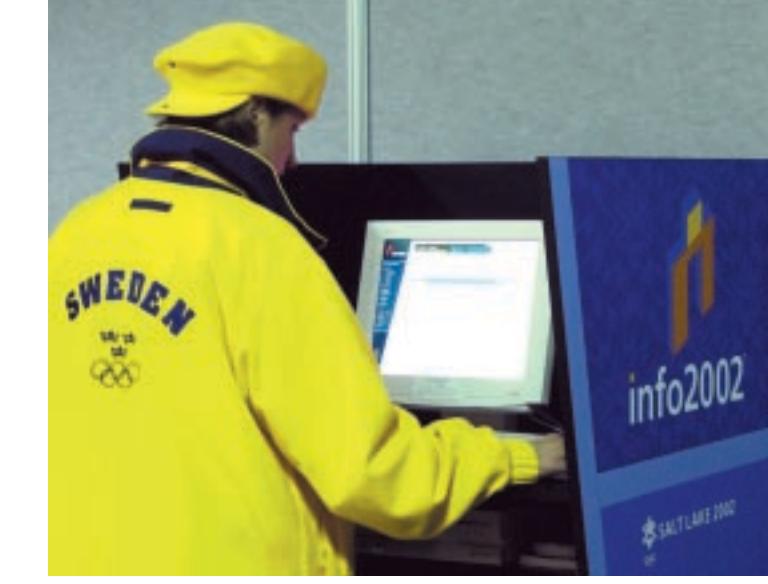
Sport & Ceremony	Tickets available	Tickets sold	% of Tickets sold
Opening & Closing Ceremony	69,786	69,510	99.6%
Alpine Skiing	186,100	184,215	98.9%
Biathlon	80,107	64,160	80.1%
Bobsleigh / Skeleton	89,062	89,047	100%
Curling	41,570	40,572	97.6%
Freestyle Skiing	69,684	69,679	100%
Figure Skating	146,055	145,997	99.9%
Ice Hockey	379,403	361,724	95.3%
Luge	64,916	64,104	98.7%
Nordic Skiing	205,686	169,547	82.4%
Snowboarding	63,570	63,450	99.8%
Short Track Speed Skating	59,880	59,878	100%
Speed Skating	52,680	52,656	100%
Ski Jumping	97,025	90,579	93.4%
Total	1,605,524	1,525,118	95%

SALT LAKE 2002 Overall Ticket Sales



The international and domestic U.S. public maximised the opportunity to be a part of Salt Lake 2002 through the well-managed Olympic Winter Games ticketing programme:

- Salt Lake 2002 made more tickets available to the public than any previous Olympic Winter Games.
- The average price of a 2002 Olympic Winter Games sport competition ticket was US\$82.
- 50% of 2002 Olympic Winter Games sport competition tickets were priced at less than US\$60.
- Over the course of 15 nights, capacity crowds totaling more than 300,000 spectators attended the ceremonies at the Olympic Medals Plaza, where all tickets were free.



Salt Lake 2002 On-Line

The Internet continued to develop its operational role in support of the Games and its complementary role in providing information to the sports fan. The official Salt Lake 2002 web site, www.olympics.com, was created jointly by SLOC and U.S. broadcast partner NBC, with the support of key technology partners, including SchlumbergerSema and Microsoft. The IOC encouraged each of its broadcast partners to develop complementary sites in local languages to support their national broadcasts.

- ↳ Before the Games, more than 6,000 sites were identified as carrying approved Olympic Games information.
- ↳ During the Games, the official Salt Lake 2002 web site, www.olympics.com, attracted 3 million unique visitors per day, peaking at 5 million unique visitors on Day 14 of the Games.
- ↳ During the 17 days of the Games, the site amassed around 325 million page views, or an average of nearly 20 million per day.

As important as the development of engaging and informative on-line content, the role of the medium in support of the overall Games operations was crucial:

- ↳ More than 80% of 2002 Olympic Winter Games tickets sold to the U.S. public were purchased on-line, through a partnership with Tickets.com.
- ↳ More than 90% of Salt Lake 2002 volunteers were recruited on-line from over 67,000 initial submissions. A subsequent on-line volunteer community, developed by Monster.com, greatly facilitated communication with volunteers on training and operational issues.

Other Olympic partners worked to provide additional web content and services:

- ↳ NBC/MSNBC, the U.S. Olympic broadcast partner, provided web content and web hosting services.
- ↳ SchlumbergerSema developed and managed the results information and the Info2002 system.
- ↳ Harris Interactive, an OPUS Supplier, provided market research services.
- ↳ Several Olympic partners complemented the Salt Lake 2002 site with content. To encapsulate and commemorate special moments and images from Salt Lake 2002, Kodak provided the web site with its "Picture of the Day", McDonald's provided "Visions of Gold", and Kleenex provided the "Emotional Moment".

During Salt Lake 2002, the IOC and its partners tested new technologies to enhance the sports fan viewing and information experience. In Switzerland, Worldwide Olympic Partner SchlumbergerSema led the "Faites Vos Jeux" project, developing a closed network broadband video-on-demand test in conjunction with Swiss broadcast partner TSR, Swisscom, and their Internet portal BlueWin. The broadband video-on-demand test provided sports fans in Switzerland with multiple live video streaming feeds of Olympic action and on-line access to the commentator information systems.

A week before the Salt Lake 2002 Opening Ceremony, the IOC also launched the new www.olympic.org. Geared to the interests of Olympic fans, the site highlights the Olympic Games, athletes and sports, as well as the organisation of the IOC. More than 700,000 words, 7,000 images, and 1,200 audio and video files bring the Olympic values and experience to life.



Celebrate Humanity partner recognition advertisement

Celebrate Humanity.

The IOC extended its efforts to promote the Olympic Image by further development of the successful Celebrate Humanity global promotional campaign.

The Celebrate Humanity campaign — initially launched in the lead up to Sydney 2000 — was created to promote the ideals of Olympism and to reinforce the values of the Olympic Games, the values of the Olympic Movement and the values in which the Olympic marketing partners invest.

The Winter iteration of the Celebrate Humanity campaign was launched in July 2001. Olympic broadcaster support for the campaign was immediate, and worldwide public applause for the message of the campaign was strong. The sentiment of the Celebrate Humanity campaign, which promotes the Olympic ideals of global friendship, solidarity and fair play, struck a chord with the public worldwide after the tragedy of September 11.

The IOC's media and broadcast partners embraced the 2002 Winter Celebrate Humanity campaign. These partners utilised the television, cinema, radio and print executions to build awareness of and enthusiasm for the 2002 Olympic Winter Games in Salt Lake City and to express the determination, courage and sportsmanship that the Olympic athletes demonstrate.

"I have been extremely moved and inspired by the Celebrate Humanity campaign that I have seen on television." (Hungary)

"I very much enjoy the Celebrate Humanity campaign. It is touching and poetic, and the text is deeply in tune with the images." (Brazil)

"The Celebrate Humanity campaign is truly encouraging and inspirational." (China)

"The Celebrate Humanity campaign touches my heart." (Japan)

"The Celebrate Humanity campaign is an excellent motivational piece." (Chile)



Every two years the world comes together for an extraordinary event called the Olympic Games. This celebration of more than 200 countries provides an opportunity to honour and to learn from one another. The moments we witness are priceless. Like the time the sweet smile of a 17-year-old Russian girl named Olga taught us that our differences weren't as great as they seemed. Or when a father and his injured son finished a race together and defined

determination. These moments belong to us all and are made possible, in part, with the help of our

Worldwide Corporate Partners. Not only do these companies understand the importance of the Olympic Movement, but they have provided food, shelter, training facilities and more to the world's athletes. We thank them for their dedication and ask the world to return the favour by supporting the companies that advance the spirit of the Olympics.



CELEBRATE HUMANITY.





Opponent

You are my adversary, but you are not my enemy.
For your resistance gives me strength.
Your will gives me courage.
Your spirit ennobles me.
And though I aim to defeat you, should I succeed, I will not humiliate you.
Instead, I will honor you.
For without you, I am a lesser man.



Olympian

I am an Olympian
Transcending my sport, race culture and country.
I am an agent of peace, of change.
With my presence the world grows more understanding
of my sport, race, culture and country.
I am an Olympian

The Celebrate Humanity Winter campaign, recounting true stories of Olympic winter athletes, also included for the first time two spots targeted to youth — spots that demonstrated how each Olympian, as a representative of sport and culture, is a vehicle for global unity.

The script of the “Opponent” spot was welcomed throughout the world, and the strength of the text encouraged its adoption by the Olympic Truce Foundation.



“Many of my favorite Olympic memories were not gold medal situations. They were inspiring moments of humanity that transcended borders, obstacles and languages — and unified people around the world. I feel this campaign conveys that, and I am proud to be a part of it.”

— Robin Williams, Academy Award™ winning actor and “Celebrate Humanity” narrator



“The Olympic promotion both on TV and radio has been the most effective campaign I’ve seen or heard in the many years I have been involved in the Olympic Movement. They dramatically portray the talent, courage, and endurance of the young men and women who enter the arena in the pursuit of excellence. The campaign places the Olympics where they belong — with the athletes.”

— Bud Greenspan, renowned Olympic filmmaker

The 2002 Winter Celebrate Humanity campaign received overwhelming and generous support from Olympic broadcast rights holders, as well as additional far-reaching support from global networks such as CNN International and BBC World. The campaign also received vital support from many airlines for in-flight programmes, hundreds of cinemas, U.S. sports radio stations and Armed Forces networks. Results show that the television spots aired in more than 40 countries, were translated into 15 languages, and were used heavily as part of the Olympic broadcasters’ promotional build up to Salt Lake 2002.

Through the IOC’s agreement with Sports Illustrated/Time Inc., a Worldwide Olympic Partner, the print campaign ran heavily before and during the Games in the company’s renowned publications. The campaign also received strong support from many other U.S. and global publications.



“We continue to see the success of the Celebrate Humanity campaign, which promotes the founding principles of the Olympic Movement. The IOC is very grateful to those who have generously donated their time, talents, music and skills to creating and producing Celebrate Humanity.”

— Michael Payne, IOC Marketing Director



The campaign received considerable support from CNN International, the Armed Forces TV and Radio Network, Eurosport, BBC World, several satellite and cable channels, and in-flight and general programming support through TWI and TransWorld Sport.



Through the partnership with cinema advertiser Val Morgan, a 60-second spot was specially produced for cinema and ran on 806 screens in key markets in the six weeks leading up to the Games.



The U.S. Sporting News Radio network ran the radio spots on 420 stations.



The print campaign received more than 100 insertions in leading U.S. publications with a combined circulation of nearly 63 million. In addition, the print campaign featured heavily in the stable of Time Inc/Sports Illustrated publications.



4 THE SALT LAKE 2002 SPONSORSHIP OVERVIEW

The Value of Salt Lake 2002 Olympic Sponsorship

PARTNERSHIP WITH THE OLYMPIC MOVEMENT AND THE OLYMPIC GAMES IS THE MOST powerful corporate marketing opportunity in the world today. The Olympic Image is the world's most esteemed property, and Olympic sponsorship is the best-managed global brand marketing association programme.

The Olympic Family strives to ensure and enhance the value of Olympic sponsorship by diligently managing the partnership programme, protecting the Olympic Image and the rights of Olympic partners, and recognising and communicating to a global audience the vital support that Olympic sponsors provide to the Movement, the Games and the athletes.

Olympic partners have become fully integrated into the Olympic Movement, creating innovative programmes that help to achieve corporate business objectives while supporting the Olympic Games and the Olympic athletes.



“The 17 days of competition, many of the Olympic sponsors and suppliers say, offer a unique chance to test new products, ideas, concepts and programs.”
— The Wall Street Journal



The success of the 2002 Olympic Winter Games in Salt Lake City is a testament to the strong commitment from the Olympic Family and its sponsors to the Olympic athletes, the future of the Olympic Movement and the staging of the Olympic Games. The sponsorship programmes for Salt Lake 2002 achieved the greatest success in the history of Olympic Winter Games. This overall success is founded in three major achievements:

- The Salt Lake 2002 sponsorship programmes generated greater support for the staging of these Games than any programme in Olympic Winter Games history.
- The Olympic Family established a new benchmark in managing the Olympic Games sponsorship to ensure value to the Olympic partners.
- The Olympic Family collaborated with partners to meet the complex needs of staging the Games while promoting the Olympic ideals.

 "The Olympic Games, a celebration of everyone's aspirations, continues to amaze both as a sporting event and a global marketing platform. Companies that sponsor the Games can not only do something good — help bring the athletes of the world together in peaceful competition — but also be recognised by association with all that the Games stand for. A win-win of Olympic proportions."
— Sir Martin Sorrell, Group Chief Executive, WPP

The vast majority of consumers and Olympic athletes around the world understand the importance of Olympic sponsorship.

- Over 80% of Salt Lake 2002 Olympic athletes agreed that sponsorship contributed greatly to a successful Olympic Games.
- In an 11-country study on the power of Olympic marketing and sponsorship, 71% of respondents agreed that Olympic sponsors help to support sport development throughout the world.
- In the 11-country study, 68% of consumers favoured commercial associations with the Olympic Games if it helps to keep the Games viable.

The Foundation: The Worldwide Olympic Partners

The Olympic Partner (TOP) sponsorship programme has established a foundation of continual support for the Olympic Movement, the Olympic Games and all 199 Olympic teams in the world today. The Worldwide Olympic Partners, or TOP Partners, are ten global corporations that provide vital, year-round support to the Olympic Movement, with important contributions of products, services, technology, expertise and financial resources.

Founded in 1985 by the IOC, the TOP programme today includes several original charter partners and many longstanding partners that work everyday to develop innovative programmes that meet the needs of the Olympic Movement, the Games and the athletes. The TOP Partners continued their tradition of support for the Salt Lake 2002 Olympic Winter Games, providing record revenue and broad contributions to the successful staging of the Games.

 The TOP programme is the only sport-related marketing programme in the world that provides complete product category exclusivity worldwide while encompassing sponsorship of the event, the organising body and all participating teams.

A New Benchmark: The Salt Lake 2002 OPUS Sponsorship Programme

For each Olympic Games, a sponsorship programme is developed to meet the specific needs of the Organising Committee and the staging of the Games. Conducted within the host nation, the Olympic Games sponsorship is modeled after the TOP programme to provide partners with product category exclusivity. To create and manage the Olympic Games sponsorship for Salt Lake 2002, the SLOC and the United States Olympic Committee (USOC) established the Olympic Properties of the United States (OPUS), a joint marketing venture that generated support for the staging of the 2002 Olympic Winter Games and the United States Olympic team. OPUS created a three-tiered sponsorship programme, which included six Partners, 20 Sponsors and 35 Suppliers.

 "The OPUS sponsorship programme is the most successful in the history of the Games. From fewer partnerships, the OPUS programme generated greater support than each of the sponsorship programmes for the much larger-scaled Olympic Games in 2000 Sydney and 1996 Atlanta. That's strong evidence of the increasing value of a partnership with the Games, and it's a testament to the corporate world's growing commitment to the Olympic Movement."
— Mark Lewis, President and Chief Executive Officer, OPUS; Vice President, Marketing and Licensing, SLOC; Managing Director, Sales and Corporate Sponsorships, USOC



Managing the Olympic Sponsorship

The Olympic Family manages the Olympic sponsorship with a twofold mission: to provide the opportunity for each partner to derive the greatest value from its Olympic association, and to ensure that Olympic sponsorship supports the Games and the athletes in a manner that promotes the Olympic ideals and enhances the Olympic Image. The Olympic Family provides comprehensive services and resources to the Olympic sponsors to ensure that Olympic sponsorship remains the most valuable corporate marketing opportunity in the world. For Salt Lake 2002, sponsors benefited from the experience, collaboration and innovation of the IOC, the SLOC and the USOC.

Dedicated Support

Olympic sponsors received full daily support for their Olympic marketing programmes. The IOC and the SLOC account management teams provided assistance in activation, resolution of issues and support for maximising showcasing, hospitality and on-site operations at the 2002 Olympic Winter Games.

Services and Resources

The IOC provides vital resources and services for Olympic partners. These are established to enhance and strengthen the partners' abilities to understand, communicate and activate Olympic partnership opportunities.

- ↳ The Olympic Marketing Extranet – an interactive on-line communication resource for Olympic partners, with a comprehensive research database, daily operational updates and one of the most technologically advanced on-line approval systems in sport sponsorship.
- ↳ Olympic Market Research – a continuing programme that strives to understand and interpret consumer perceptions of the Olympic Games, the Olympic Image and the value of Olympic sponsorship.
- ↳ The Olympic Museum in Lausanne, Switzerland – a facility that brings partners in touch with the Olympic Games by providing Olympic information and venue facilities for board meetings, product launches and global marketing conferences.
- ↳ The Olympic Television Archive Bureau and the Olympic Photographic Archive Bureau provide Olympic partners with access to more than 40,000 hours of historical moving images from the Olympic Games and more than 6 million still images dating back to the first modern Olympic Games in 1896.
- ↳ Olympic partners benefit from additional informational tools to assist in leveraging the Olympic partnership investment and to ensure the value of the Olympic association. The IOC has developed manuals and guidebooks for Olympic marketing programme activation, organised workshops for the Olympic Family and partners, and conducted comprehensive Olympic market research programmes. All of these resources are designed to support the partners in understanding and activating Olympic partnership opportunities.

Olympic Partner Recognition

Salt Lake 2002 established a new benchmark in partner recognition programmes, enhancing the value of Olympic sponsorship by raising consumer and media awareness of sponsors and their contributions to the Games.

A Comprehensive Recognition Programme

The Salt Lake 2002 Olympic partner recognition programme was comprehensive, incorporated into various initiatives that promote the Olympic Games, and conducted through many Olympic Family communications, media vehicles and advertising campaigns.

- ↳ The 2002 Olympic Winter Games web site, www.olympics.com, and the Olympic Movement institutional web site, www.olympic.org, included partner recognition messages and extensive information on the official Olympic sponsors.
- ↳ The SLOC incorporated partner recognition in all publications and into the advertisements for the 2002 Volunteer programme, the Olympic Games ticket programme and the Olympic Arts Festival.
- ↳ The SLOC placed more than 15 special partner recognition advertisements on billboards across the Salt Lake region. The SLOC also displayed signage within its headquarters to honour the contributions of Olympic partners. The display was transported to USOC headquarters in Colorado after the Games.
- ↳ The IOC created a special advertorial section for *Fortune* magazine entitled "An Ideal Partnership: Supporting and Leveraging the Olympic Values," which highlighted the contributions and programmes of the Worldwide Olympic Partners. The article appeared in the U.S. and internationally in the February 18 issue of *Fortune*, supported by a value-in-kind contribution from Sports Illustrated/Time Inc., a Worldwide Olympic Partner. The IOC also created a special partner recognition print advertisement as part of the 2002 Celebrate Humanity campaign.
- ↳ The SLOC hosted special Sponsor Days in the years leading up to the Games, designed as interactive events to acquaint the SLOC staff with the Olympic sponsors and to educate staff on the products and services that Olympic sponsors provide.





Integrating Recognition into the Olympic Games Experience

The Salt Lake 2002 Olympic partner recognition programme was integrated throughout the Olympic Games atmosphere, effectively communicating to consumers, media, athletes, corporate guests and Olympic Family members. The IOC and the SLOC — including the SLOC Marketing, Look of the Games, Venue Design and Event Services departments — worked together to integrate partner recognition into the overall Games design and to determine the most effective location for partner recognition messages to reach the greatest number of people.

Partner recognition messages were prominently displayed on giant video screens before and after events at Olympic venues, Salt Lake Olympic Square, Olympic Medals Plaza and public gathering places in Salt Lake City and Park City.

Multiple partner recognition banners and tower signs were present at every Olympic competition venue, generating more than 5.5 million consumer impressions.

Partner recognition signage was incorporated throughout the Salt Lake region and at Olympic non-competition venues, including the Main Media Centre, the Olympic Village, Salt Lake Olympic Square, the Salt Lake City Airport and the streets of downtown Salt Lake City and Park City.

2002 Olympic Winter Games tickets featured partner recognition messages and the logos of the TOP Partners.

Partner recognition messages were included in Salt Lake 2002 Games publications such as the Opening Ceremony Programme, the Commemorative Guide, the Media Update, the Official Souvenir Programme and the Closing Ceremony Programme.

With the aim of sending partner recognition messages around the world, the IOC created a series of three postcards that commemorated moments from the 2002 Olympic Winter Games and which acknowledged the Worldwide Olympic Partners. The postcards were available to the Olympic athletes, volunteers, media, broadcasters, the Olympic Family, the Olympic partners and their guests.

The IOC created a special partner recognition video titled "The Invitation of a Lifetime," which featured Olympic athletes expressing gratitude for the support of Olympic partners. The IOC made the video available to the Olympic partners for use in hospitality programmes and internal corporate programmes.

The IOC created collector envelopes and stamp cancellations that honoured the Olympic partners.

Protecting the Olympic Sponsorship

The value of Olympic sponsorship is found in the integrity and power of the Olympic Image and the partners' exclusive right to leverage that power. For this reason, the protection of the Olympic Image and the partners' rights is essential to managing the Olympic sponsorship.

The majority of consumers around the world disapprove of ambush marketing and have distinctly diminished opinions of companies that falsely attempt to portray themselves as supporters of the Olympic Games. In an 11-country study on the power of the Olympic Image conducted after the 2002 Olympic Winter Games:



56% of respondents agreed that only those companies that actually sponsor the Olympic Games should be allowed to use Olympic messages in their advertising.



55% of respondents agreed that if they saw a company that was not an Olympic sponsor trying to pretend that it supports the Games, their opinion of that company would be lowered.

The Olympic parties continue to protect the property of the Olympic Movement and the rights of sponsors worldwide and within the Olympic Games host nation. Employing the most comprehensive measures possible, the 2002 Olympic Winter Games established a new standard in the protection of the Olympic Image and sponsorship rights. To protect the brand value of the Olympic Image and the rights of partners, the Olympic parties led a co-operative effort with the following organisations:

- U.S. Olympic Committee
- Olympic Properties of the U.S. (OPUS)
- National Olympic Committees
- International Sports Federations
- U.S. Federal Bureau of Investigation

- U.S. Customs
- Utah Olympic Public Safety Command
- Local Police
- Sports Marketing Surveys
- NetResult

The Principles of Protection

The following principles have established Olympic brand protection as the foremost event property protection programme in the world.

Constitution and Legislation

Olympic brand protection finds its basis in the Olympic Charter, which contains provisions for protecting the Olympic brand as well as the rights of the Olympic Family and Olympic partners. In addition, Salt Lake 2002 brand protection benefited from the SLOC's efforts in trademark registration and from a range of U.S. laws that allowed the SLOC to protect Olympic intellectual property.

Education and Prevention

Through a programme that included presentations, handouts, mailings and continued communication with key constituents, the Olympic brand protection message was heard and understood by all audiences. Strong proactive steps were taken early in the SLOC's planning to ensure the brand protection objectives would be met at the time of the Games, especially as it relates to delivering clean Olympic venues.

Integration and Co-operation

The Olympic Family, all the SLOC functions, venue communities and external organisations such as the Federal Bureau of Investigation, U.S. Customs, the Utah Olympic Public Safety Command were knowledgeable of their mission and effective in assisting the fight against ambush marketing. This seamless integration allowed the IOC and the SLOC to tap into a broader pool of resources to strengthen the enforcement efforts.

The Success of Salt Lake 2002 Protection

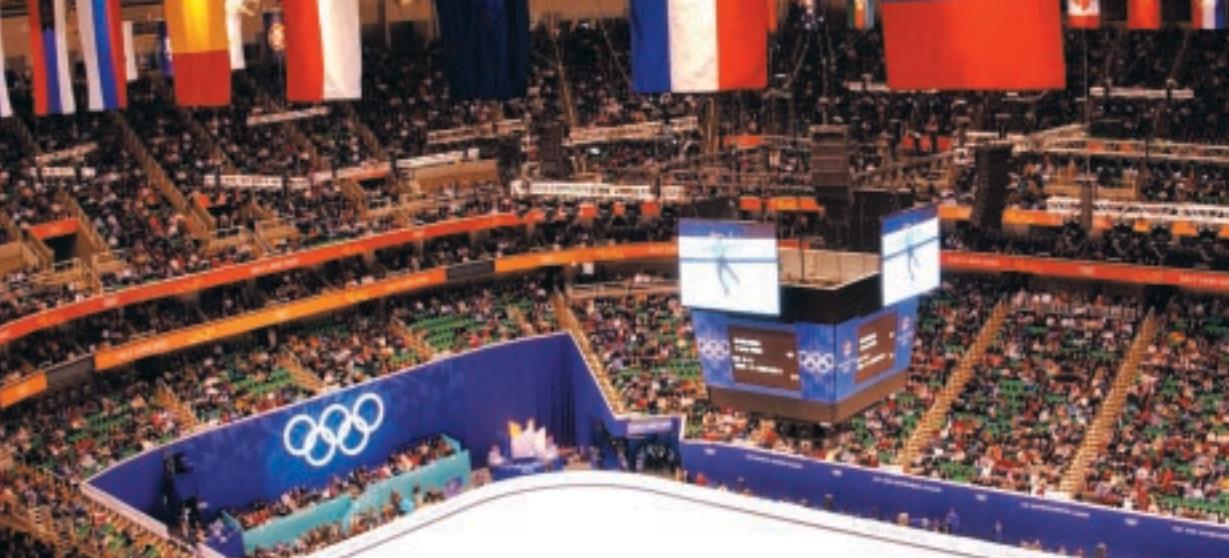
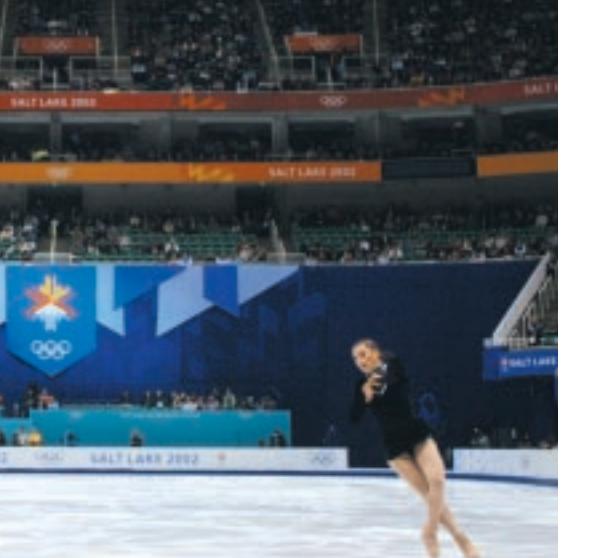
Olympic brand protection operates three major programmes: broadcast and Internet monitoring, ambush marketing protection and Olympic venue monitoring.

Broadcast and Internet Monitoring

The broadcast monitoring programme, designed to protect the Olympic Image in its global broadcast, identified unauthorised commercial associations with the Olympic Games and the properties of the Olympic Family. The Salt Lake 2002 broadcast monitoring programme achieved great success in the global tracking and confronting of broadcast infringements. The Internet monitoring programme tracked 6,000 web sites on the Internet for breaches of Olympic broadcaster rights and unauthorised uses of Olympic imagery and Olympic Games marks.

Ambush Marketing Protection: Host Territory and International

The brand protection programme protects the value of Olympic sponsorship and the special nature of the Olympic Image by preventing unauthorised associations with the Games and Olympic teams. For Salt Lake 2002, the SLOC established within the U.S. the most successful brand protection programme in Olympic Games history. The IOC managed the brand protection programme at the international level, collaborating with Olympic parties to prevent the unauthorised use of Olympic properties and imagery around the world.



- In 2002 the IOC found significantly fewer infringements than in previous protection programmes, indicating that the long-term effort of the Olympic Movement to protect the Olympic Image has achieved lasting success internationally.

Clean Olympic Venues

The Olympic Games is the only major event in the world today that maintains a policy of keeping venues free of commercial messages. Clean venues help to ensure the priority of sport over the commercial agenda and protect the rights of partners and the Image of the Games. Clean venues also eliminate distracting messages from the field of play and differentiate the Games from all other sporting events. This policy allows only strictly limited brand recognition.

- In the lead up to the Games, the SLOC scoped the venues and integrated the venue operational planning process more than one year prior to the Opening Ceremony.
- More than 80 specialists and trained volunteers were deployed daily during the 2002 Olympic Winter Games to ensure clean venue compliance and to protect the rights of the Olympic partners.
- The IOC has worked with sporting good manufacturers worldwide to establish the Sports Goods Industry Marketing Code, an agreement that establishes a standard of fair marketing practices by sporting goods companies regarding the Olympic Games, Olympic imagery and Olympic athletes.



5

THE SCOPE OF OLYMPIC SPONSORSHIP

THE OLYMPIC GAMES OFFER OLYMPIC SPONSORS AN UNRIVALLED MARKETING PLATFORM from which to maximise the power of the Olympic Image. Sponsorship of the Olympic Movement is more than a two-week investment in a sporting event within a single host country. The value of the Olympic investment lies in the full scope of Olympic sponsorship — the breadth of opportunity that only a partnership with the Olympic Movement provides globally, year on year, and beyond the realm of sport.

Olympic sponsorship is an involvement far beyond 17 days. Sponsors continue to support the Olympic Movement with contributions to Olympic teams and athletes, to the staging of the Games, and to Olympic cultural, youth and sport programmes worldwide throughout the year

Olympic sponsorship extends far beyond the territory of the Olympic Games host nation. Partners often leverage their investments in each of the 199 countries that participate in the Olympic Games.

Transcending sport, the Olympic Games celebrate universal human ideals and demonstrate a commitment to culture, education and the environment — providing sponsors with powerful opportunities to reach consumers in a multitude of ways.



The scope of Olympic sponsorship for Salt Lake 2002 provided sponsors with meaningful points of connection with consumers for several years leading up to the Games.

- The TOP Partners provided support for each of the 77 Olympic teams that competed in Salt Lake 2002, while OPUS Partners, Sponsors and Suppliers provided support for the U.S. Olympic team.
- Sponsors at all levels contributed to the staging of the Games as integral players in several years of planning and development.
- Core Olympic properties such as the 2002 Olympic Torch Relay extended marketing programmes for sponsors beyond the host city.
- Salt Lake 2002 offered sponsors rich and varied opportunities for involvement in year-round cultural, educational, environmental and youth-oriented Olympic programmes.
- Olympic sponsors developed programmes that shared the spirit of Olympism and the excitement of Salt Lake 2002 with consumers, globally and locally, in the lead-up to the Games.

This chapter demonstrates the scope of partnership with the Olympic Movement and illustrates the innovative programmes that sponsors created to maximise the 2002 Olympic Winter Games marketing opportunities and achieve business objectives.

 “Sponsors have created incredible support for the Games and for those athletes who really need it. These are probably the two most significant results of corporate involvement with the Olympic Movement.”

— Johann Olav Koss, two-time Olympian and four-time Olympic gold medalist

Supporting the Olympic Athletes

The fundamental goal of the Olympic Movement's marketing endeavours is to support the Olympic athletes. Support for the athletes is one of the most effective means of communicating an Olympic association. Athlete support programmes have the greatest resonance with the public and engender the most powerful emotional ties between corporations and consumers. By supporting Olympic athletes, sponsors also demonstrate a commitment to noble and enduring values, convey good corporate citizenship and communicate a dedication to success, excellence and goodwill.

 “I think the Olympic sponsorship investment brightens human society. Today we have the opportunity through sponsors' financial support to create really great programmes. We can develop sport in poorer countries, we can organise financial support for National Olympic Committees and International Sports Federations, and we can educate athletes and coaches.”

— Sergey Bubka, three-time Olympian and 1992 Olympic gold medalist, IOC Executive Board Member, Chairman of IOC Athletes Commission

 The 2002 Olympic Winter Games elevated the sponsors' commitment to supporting the dreams of the Olympic athletes into the spotlight.

- 75% of the world's media surveyed at Salt Lake 2002 agreed that sponsorship support has helped to make it possible for national Olympic teams to attend the Games.
- 88% of Salt Lake 2002 spectators surveyed agreed that sponsorship support is essential to helping national Olympic teams attend the Games.

Sponsors provide Olympic athletes with vital support, from products to financial resources. Olympic sponsors contribute essential resources for athletic development, for travel and accommodations during training and competition, for an improved quality of daily life and for a positive Olympic Games experience.





Several Olympic sponsors have developed employment programmes that offer Olympic athletes and hopefuls the means to support themselves and their families while gaining valuable career training. The Home Depot, an OPUS Sponsor, employs U.S. Olympic and Paralympic athletes and hopefuls, paying full-time wages and providing full-time benefits for part-time jobs that allow flexible schedules and time off for training. As the leading employer in the U.S. Olympic Committee's Olympic Job Opportunities Program, the Home Depot has employed Olympic athletes since 1992.

→ The Home Depot currently employs more than 140 U.S. Olympic and Paralympic athletes and hopefuls, as well as athletes from Canada and Puerto Rico. Fourteen employees of The Home Depot participated in Salt Lake 2002, including Olympic medalists Derek Parra, Tristan Gale, Garrett Hines and Rusty Smith.

→ The Home Depot has employed more than 280 Olympic athletes and hopefuls since 1992.

 "If it weren't for this job, I wouldn't be skating. The Home Depot is really supportive. This job has allowed me to focus on skating and not worry about working all night to pay the bills."

— Derek Parra, U.S. Olympic speedskater, Salt Lake 2002 gold medalist and three-year veteran of The Home Depot employment programme

Monster.com, an OPUS Sponsor, developed TeamUSA.net, the first career-management web site designed to assist U.S. Olympic athletes and hopefuls in leveraging their Olympic experience. The programme, developed with the U.S. Olympic Committee, is an exclusive site that offers a comprehensive resume builder, job search tools, an Olympian-mentoring network and an on-line career fair that connects Olympic athletes and hopefuls with thousands of potential employers.

Samsung, Visa and Kodak — three Worldwide Olympic Partners in the TOP programme — provide strong examples of how Olympic sponsors created innovative programmes to support the athletes competing at the 2002 Olympic Winter Games. From a marketing perspective, these programmes powerfully communicate a commitment to the Olympic athletes, help to bring people together and demonstrate the quality of the sponsors products and services.

Through the Athlete Family Homestay programme sponsored by Samsung, the families of Olympic athletes were given the opportunity to stay with residents of Salt Lake City, to share the experience in person. Samsung Athlete Family Homestay guests received free lodging and breakfast in the homes of Utah residents and, for many participants from overseas, engaged in an enriching cultural exchange.

→ More than 400 Utah families opened their homes to the families of Salt Lake 2002 Olympic athletes.

→ More than 1,000 athlete family members from 22 countries participated in the Samsung Athlete Family Homestay.

Samsung's Share the Moment programme — available at Olympic Rendezvous @ Samsung, Olympic competition venues and Olympic Medals Plaza — offered free telephone calls, allowing the athletes the opportunity to share their Olympic experience with family and friends.

Visa International sponsored the Olympians Reunion Centre, where past and present Olympic athletes gathered to renew old acquaintances and build new friendships. More than 1,500 visitors gathered at the Olympians Reunion Centre during the Salt Lake 2002 Olympic Winter Games.

 "Since the beginnings of its sponsorship, Visa has focused on and supported the dreams and aspirations of the athletes. The Olympians Reunion Centre is a physical manifestation of that support."

— Scot Smythe, Senior Vice President, Global Sponsorships, Visa International

At Salt Lake 2002, Kodak provided the latest digital medical imaging equipment and technology to Olympic athletes and their trainers. Kodak's contributions to the Olympic Polyclinic allowed medical staff to quickly view digital images, diagnose injuries and immediately consult further medical professionals around the world so that injuries could be treated promptly and the athletes could return to competition. Kodak's contributions to the Olympic Polyclinic included a fully-outfitted digital radiography room and medical diagnostic workstations equipped with Kodak technology.

→ The Salt Lake 2002 Polyclinic recorded 4,500 visits from Olympic athletes. Kodak performed 390 medical exams at the Polyclinic during the Salt Lake 2002 Games.



"The world's greatest event provides a unique stage to showcase a company's commitment to the environment."
— Pal Schmitt, Olympic gold medalist, IOC Environmental Commission Chairman

Olympic Sponsorship and the Environment

The Olympic Family has for years understood the need for a strong commitment to environmental responsibility in staging the Games. Olympic sponsors have provided vital support for the environmental agenda and capitalised on this growing opportunity within the scope of sponsorship. Salt Lake 2002 provided Olympic sponsors with a unique platform to showcase their environmental commitments, display leadership and demonstrated good citizenship to a global audience.

Utah Power, an OPUS Sponsor, donated and planted trees at the Olympic Village and in neighbouring communities. In addition, Utah Power's Blue Sky wind energy programme offered customers a chance to contribute to the energy conservation goals of Salt Lake 2002. Customers were given the opportunity to purchase 100 kilowatt-hour blocks of pollution-free wind energy to donate to Olympic venues for use during the Games.

Anheuser-Bush, an OPUS Partner, funded the Budweiser Green Team, which helped to maintain a litter-free environment over the course of the Olympic Games at special events in Salt Lake City and Park City.

Coca-Cola, a Worldwide Olympic Partner and a charter member of the TOP programme, purchased 100,000 pounds of plastic from beverage containers recycled at Olympic Games venues to ensure that all plastic would be recycled into new bottles in the company's North American system. Coca-Cola contributed \$300,000 to support Salt Lake 2002 recycling and composting programmes, and piloted its first 100% biodegradable cold drink cup at the Games.

"During the Games, Coke will dispense drinks into cups that are 100% biodegradable, a feat never previously achieved at the company. Beyond the Games, Coke will continue to test the environmentally friendly cups in municipalities that run composting programs and possibly with other customers like college campuses and national and city parks, which strive to be green."

— The Wall Street Journal

Olympic Sponsors and Community Outreach

No global event touches local communities more intimately than the Olympic Games. The scope of Olympic sponsorship includes powerful opportunities to support Olympic-related community outreach programmes, to demonstrate the Olympic values at work every day and to connect with individual consumers at a grassroots level.

In the global spotlight of the 2002 Olympic Winter Games, Olympic Winter athletes Mike Eruzione and Johann Olav Koss were invited to join the McDonald's World Champion Crew to dedicate a new Ronald McDonald House in Salt Lake City, the 215th to open in the world. The new facility features private apartments to address the needs of families whose children are immune-compromised and require long-term care. To help ease their financial burden, families stay at the House virtually free of charge. Ronald McDonald House Charities creates, finds and supports programmes that directly improve the health and well-being of children worldwide.

Delta Air Lines, an OPUS Sponsor, exclusively presented the Street to Sports programme in Utah, which offered opportunities for more than 55,000 underprivileged youth to participate in Olympic winter sports. The programme offered hands-on winter sport simulations, opportunities to attend pre-Games sporting events, use of sports equipment and enrollment in other SLOC youth programmes.

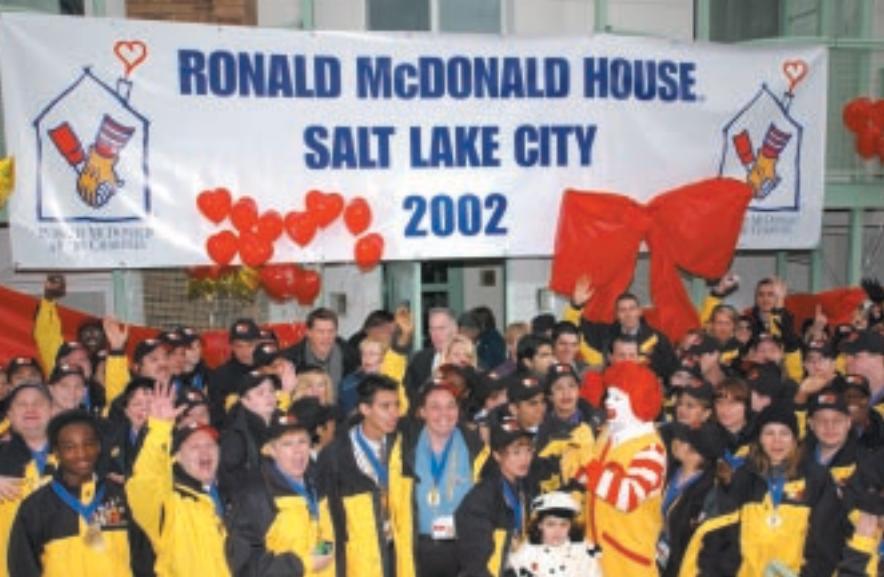
Utah Power helped to bring communities together as the official sponsor of Light the Fire Within: The Governor's Music and Education Program. The programme taught school children the Olympic values and ideals through music. The programme was entirely funded by Utah Power and a grant from the Utah Power Fund of the PacifiCorp Foundation.

More than 100,000 Utah school children participated in the Music and Education Program.

More than 250 musical performances were given in schools, at the Utah state capital and at the Salt Lake City airport to welcome Olympic visitors.

Schools in 36 additional U.S. states and in three additional countries participated in the Music and Education Program.

Coca-Cola created the Community Canvas Art Project as part of the Salt Lake 2002 Torch Relay, tapping into local communities across 46 U.S. states as local children created artwork that interpreted the project's theme of *Inspiration*. Coca-Cola commissioned world-renowned artist Peter Max to paint a mosaic mural at the 2002 Olympic Winter Games featuring the artwork collected from children around the U.S. Coca-Cola's Community Canvas Art Project was organised through more than 120 Boys & Girls Clubs throughout the U.S.



The Olympic Torch Relay

The Olympic Torch Relay has unmatched power to inspire individuals throughout the host country. The 2002 Olympic Torch Relay possessed the singular power to unify many communities and an entire nation. The Torch Relay also provided a significant opportunity for Olympic sponsors to leverage their investments in many communities throughout the U.S.

- The Salt Lake 2002 Olympic Torch Relay was the largest relay in Olympic Winter Games history.
- The Torch Relay covered 13,500 miles during a span of 65 days.
- 11,500 torchbearers carried the Olympic flame.
- Salt Lake 2002 torchbearers ranged in age from 12 to 102.
- More than 100 individuals were given the opportunity to carry an Olympic torch in honour of their sacrifices in the September 11 tragedy.

Olympic sponsors that supported the 2002 Olympic Torch Relay maximised a highly effective opportunity, both practical and emotional, to bring the excitement and anticipation of the Games to local communities, to foster consumer goodwill and to reach consumers on the street in their hometowns.



"Before Olympians hit ice and snow to display inspirational performances at the weekend, Salt Lake City is touching the hearts of people with its ambassadors — torchbearers."

— People's Daily [China]



"While my involvement only lasted a few moments, the experience will be etched in my memory forever."

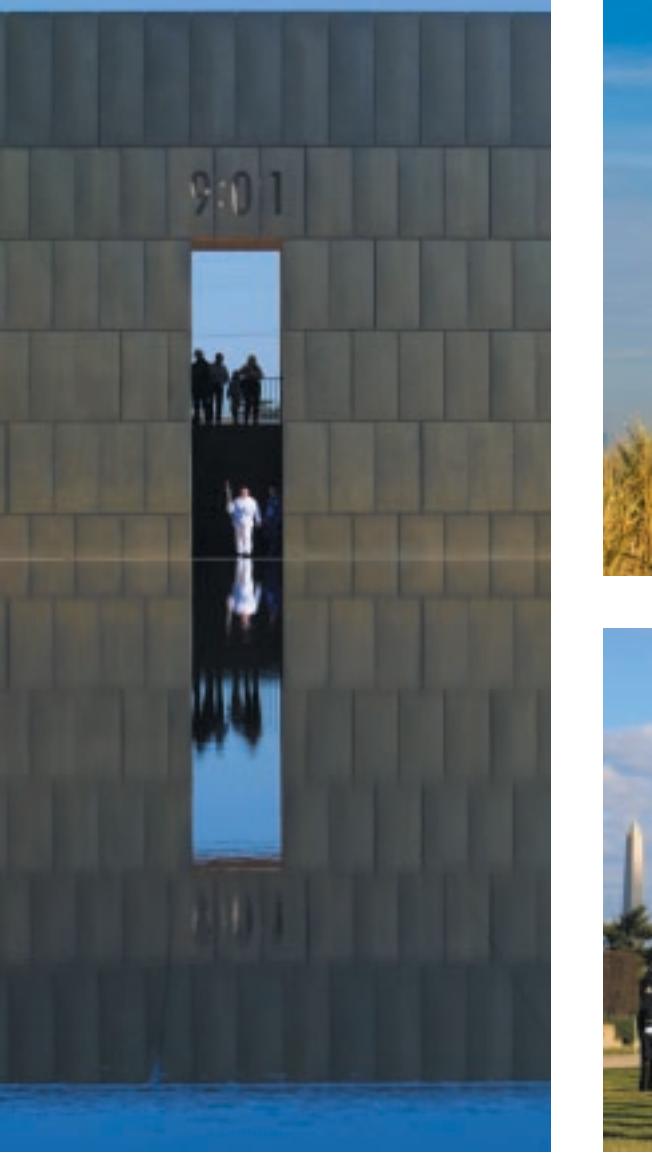
— Dan Covey, 2002 Olympic torchbearer from Springboro, Ohio



"All my life I've dreamed of being an Olympian. Today, for a brief moment, I was."

— Benjamin Martin, 2002 Olympic torchbearer from Londell, Missouri

Coca-Cola teamed with Chevrolet, a division of the OPUS Partner General Motors, to present the 2002 Olympic Torch Relay. Coca-Cola and Chevrolet provided essential operational, logistical, technical and promotional support for the event. Nationwide and local promotions encouraged the public to use Coca-Cola and Chevrolet web sites to nominate inspiring individuals from their home communities to carry the Olympic flame on its journey toward the Olympic cauldron.





→ Coca-Cola sought nominations in 127 retail markets through advertising and promotions, and via 8,000 retailers for inspiring individuals to serve as Olympic torchbearers.

→ Coca-Cola received more than 125,000 torchbearer nominations, more than 14 times the number of nominations from the Olympic Torch Relay for the Centennial Olympic Games in 1996.

→ During the 65 days of the Torch Relay, Coca-Cola sponsored daily 30-second vignettes on NBC television that featured the real inspirational story of an Olympic torchbearer.

→ Chevrolet contributed a fleet of more than 150 cars and trucks to the Salt Lake 2002 Olympic Torch Relay for advance operations, torchbearer shuttles, stage production trucks and support equipment.

→ Chevrolet offered its dealerships along the Relay route the opportunity to host local celebrations.

 "When we run the Torch Relay, people are not thinking about athletes or competitive imagery. They're thinking about a world come together. Especially today, people need to reach out to other people. People need to feel like a family. By helping to build up traditions like the Torch Relay, with Coke being there at the side of the Olympic flame, I think we add back to the reality of what the Olympic Movement stands for."

— Stephen Jones, Chief Marketing Officer, Coca-Cola

 "I carried the Olympic torch in Philadelphia. It was an experience that I will cherish forever. Thank you SLOC, Coca-Cola and Chevrolet for making this possible. You made dreams come true for a lot of ordinary people."

— Barbara Boyer, 2002 Olympic torchbearer from Frackville, Pennsylvania

 "It was an event that I'll remember for the rest of my life. The honour of carrying the flame that is so significant to the meaning and purpose of the Olympics is immeasurable. Thank you, Coca-Cola."

— John Stacy, the husband of a 2002 Olympic torchbearer from Olive Branch, Mississippi

Delta Air Lines, an official provider of the 2002 Olympic Torch Relay, transported the Olympic flame from Athens to Atlanta in a ceremonial safety lantern attached to the bulkhead of the Soaring Spirit II, an Olympic-themed Boeing 777 aircraft.

With support from the providers — AT&T, Delta Air Lines, Jet Set Sports, Lucent Technologies, John Hancock, Union Pacific, Bank of America, DCED and Pfizer — the Salt Lake 2002 Olympic Torch Relay brought the Olympic message to millions of people across the nation.

 "People always talk about bridges and dividers. Wearing no colors and no name, today I united the world."

— Omar Sheikh, 2002 Olympic torchbearer from Bloomington Hills, Michigan

 "What a wonderful experience! I will never ever forget this moment. My congratulations to the staff, management and sponsors for the most organised function I have ever been involved with. It is because of you that this experience will stay with me for the rest of my life."

— Mikel Kane, 2002 Olympic torchbearer from Austin, Texas

 "One of the most inspiring nights of my life! Seeing others so much more deserving than myself has inspired me to do so much more."

— Laura Rader, 2002 Olympic torchbearer



"In my artwork, I wanted to express the great joyfulness and excitement present in the atmosphere of the Olympics."

— Monika Repanova, 13, Zilina, Slovak Republic

ideals and history of the Olympic Games. Visa invited contest winners and their guardians to Salt Lake City to attend the 2002 Olympic Winter Games competitions and special events to celebrate their participation and their artistic achievements.

Visa International brought 16 young contest winners and their guardians to Salt Lake 2002. Nearly 750,000 children have participated in the programme since 1994. Visa International has brought more than 130 young artists from 35 countries to the Games since 1994.

McDonald's, a Worldwide Olympic Partner, brought the excitement of the Olympic Winter Games to its customers through Olympic-themed restaurant promotions, advertising and packaging. McDonald's designed each programme to appeal uniquely to the local tastes and interests of each nation. An unprecedented 85% of McDonald's 29,000 restaurants worldwide participated in Olympic activations.

 *"How else does the world come together in such a unique way? This is a very special opportunity for the McDonald's system. In each country we try to bring some of the magic of the Olympics to our customers — just a little something special that you can only get at McDonald's to share in the excitement of the Olympics."*

— Jack Greenberg, Chairman and CEO, McDonald's

The Home Depot staged Olympic Kids Workshops, a series of three free monthly clinics available at The Home Depot stores in anticipation of the 2002 Winter Olympic Games. The workshops carried Olympic Winter Games themes and were designed to teach children basic home-project skills. The Home Depot helped children throughout the U.S. build more than 71,500 items celebrating the Olympic Winter Games such as bobsleds and pin collectors' boards.

Sharing the Olympic Spirit

The Olympic spirit is the world's most universal expression of global friendship, unity and peace. By creating programmes that provide opportunities for people to feel the Olympic spirit, Olympic sponsors intimately communicate their commitment to the Olympic ideals, the Games, the athletes, as well as to enhancing the lives of consumers around the world.

The Visa Olympics of the Imagination programme helps to fulfill a major goal of the Olympic Movement: to promote the participation of children. Visa Olympics of the Imagination is an international art contest that challenges children to create works of art based on an Olympic theme. Visa International designed the programme to teach children about the goals,

ideals and history of the Olympic Games. Visa invited contest winners and their guardians to Salt Lake City to attend the 2002 Olympic Winter Games competitions and special events to celebrate their participation and their artistic achievements.

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— Jack Greenberg, Chairman and CEO, McDonald's

Making the Olympic Games Happen

Olympic sponsorship is essential to the complex infrastructure of the Olympic Games. For Salt Lake 2002, Olympic sponsors continued the vital and necessary tradition of providing the vital technology, products, services, expertise and personnel to make the Games possible.

The Olympic Games requires seven years of preparation and planning. Many Olympic sponsors make commensurate commitments. As the Games are the world's greatest event, support for the Games provides Olympic sponsors with the opportunity to display their core business solutions on a world stage. As the Olympic Games are also the world's most complex event, support for the staging of this global celebration often distinguishes Olympic sponsors as leaders in their fields.

The vast majority of media and consumers support Olympic sponsorship and clearly understand the vital role that sponsorship plays in the staging of the Olympic Games.

↳ 75% of the world's media surveyed at Salt Lake 2002 stated that they welcome sponsorship support if it helps the Olympic Games to continue.

↳ 92% of Salt Lake 2002 spectators surveyed agreed that sponsorship support contributes greatly to the staging of a successful Olympic Games.

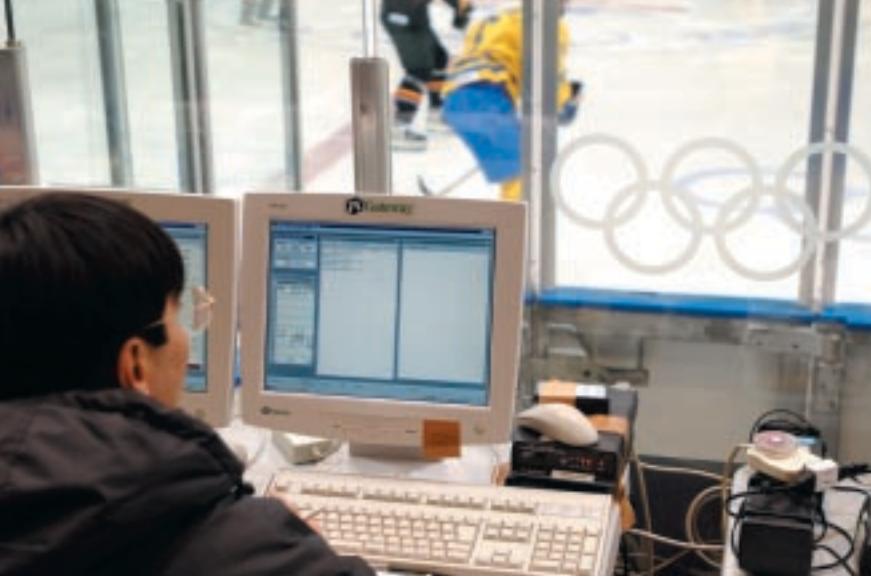
A consortium of Olympic sponsors and suppliers co-ordinated their efforts to create and manage the complex technology solutions for the 2002 Olympic Winter Games. Returning to the model of technology support that was used prior to the Centennial Olympic Games in Atlanta, the Olympic Movement nurtured a consortium of several partners to deliver the Olympic Games technology solutions, ensuring that leading specialised experts are providing the greatest possible level of expertise in a manner that is the most cost-efficient.

 *"We are not organising the Games of Technology. We are using technology to organise the best possible Olympic Games. Integrating the leading, most reliable and best-tested technology solutions to provide the necessary resources day to day over a period of many years is a tremendous commitment that engenders admiration in the minds of customers worldwide."*

— Philippe Verveer, IOC Information Technology Director

The information systems elements of the technology solutions for Salt Lake 2002 included the hardware infrastructure, timing and scoring systems, results and information diffusion systems. SchlumbergerSema, a Worldwide Olympic Partner, integrated the contributions of several Olympic sponsors, including Gateway, Sun Microsystems, Xerox, Seiko and Ikan.





More than 300 SchlumbergerSema professionals spent over 100,000 man-hours over three years designing, testing and managing the Games technology system, which included writing 3.5 million lines of code. SchlumbergerSema's on-site staff of 1,350 managed the technology infrastructure during the Games.

Gateway, an OPUS Sponsor, provided more than 5,300 PCs and servers. Gateway technicians worked for two years to customise, integrate and manage the hardware.

Sun Microsystems, an OPUS Supplier, provided 150 industrial-strength servers and storage systems, as well as support services for distribution of competition results and Games information.

Xerox, a Worldwide Olympic Partner, contributed 2,800 pieces of equipment and 120 engineers to conduct results reporting operations at more than 100 Olympic-related venues. Xerox created 4 million impressions and produced approximately 28,000 results books.

Seiko, an OPUS Sponsor, teamed with the SLOC for more than four years to create and provide the most accurate, best-tested and most advanced timing systems available.

Ikano, an OPUS Supplier, provided data communications services for Salt Lake 2002.

 "The co-operative spirit of the consortium is outstanding. SchlumbergerSema is both proud and excited about this opportunity to create an IT system that seamlessly weaves together our products and services with those from 14 other industry leading technology companies."

— Irwin Pfister, CEO, SchlumbergerSema

 "You can't stage the world's greatest event without the best technology. The Olympic Games provide sponsors with a unique platform for demonstrating their capabilities. If they're able to do it at the Games — in the most testing of environments, under the global spotlight — they prove that they can do it in any other circumstances for any other company or organisation."

— Michael Payne, IOC Marketing Director

The Salt Lake 2002 telecommunications effort was executed through a partnership between the SLOC and several Olympic sponsors, including Samsung, AT&T and Lucent and Qwest.

 Samsung provided the official mobile phone of the 2002 Olympic Winter Games to more than 20,000 Olympic Family members and staff.

 AT&T, an OPUS Partner, provided domestic long-distance cellular phone service and completed 135,000 cellular calls during the Salt Lake 2002 Opening Ceremony alone.

 Lucent Technologies, an OPUS Sponsor, provided cabling equipment to support the telecommunications network with 31,000 fiber miles — more than enough to circle the earth at the equator.

Salt Lake 2002 telecommunication staff included 120 SLOC personnel, 865 sponsor operations personnel, 450 sponsor maintenance technicians and 485 volunteers delivering 55,000 hours of on-site maintenance support — working for years to develop, test and manage the systems.

 "The key was to integrate SLOC's technology staff and the Olympic sponsors into one single team. Our sponsors were part of our team and vital to our success."

— Fraser Bullock, Chief Operating Officer, SLOC



The staging of the Olympic Games is far more than a technological showcase. Olympic sponsors that operate in many fields of business provide products and services to the staging of the Olympic Games.

General Motors contributed more than 5,000 vehicles to support the Olympic Games. The vehicles provided transportation solutions for Olympic athletes, coaches, officials, dignitaries and staff to and from Olympic venues, training facilities, lodgings and other key areas. The Olympic fleet included 2002 model year trucks and cars representing seven GM brands — Chevrolet, Pontiac, GMC, Buick, Cadillac, Oldsmobile and Saturn.

Utah Power provided the electrical energy and infrastructure to power the 2002 Olympic Winter Games, supplying energy to eight Olympic competition venues and five non-competition venues during the Games. Utah Power's on-site service personnel and consultants addressed the power needs of each Olympic venue.

Kodak helped Olympic organisers manage security priorities by co-ordinating the production of more than 70,000 Olympic Winter Games accreditations for Olympic athletes, officials, media, staff, volunteers and sponsors. Identification badges featuring Kodak-engineered photos ensured that all Olympic Winter Games personnel were provided with appropriate access to all Olympic venues and facilities.

Bringing the Olympic Games to the World

Olympic sponsors help to share the experience of the Olympic Games with consumers in every corner of the globe by contributing technology, products and services that connect people with the sounds and images of the Olympic Games.

- ▶ Sponsors provided operational support for the 2002 Olympic broadcast, seen by 2.1 billion viewers around the world.
- ▶ Sponsors contributed products and services in support of the world's media, helping journalists and photojournalists send stories and images from the 2002 Olympic Winter Games to people worldwide.
- ▶ Sponsor contributions helped to bring visitors and spectators in Salt Lake City closer to the action of the 2002 Olympic Winter Games.

Sponsor support of this kind achieves mutual goals for the Olympic Movement and for sponsors by helping to share the message of Olympism with as many people in the world as possible, and by providing valuable points of connection and awareness-building opportunities for sponsors.

Matsushita's Panasonic equipment transmitted the images of the Games by providing Salt Lake 2002 with design and system integrations support and a full range of Panasonic professional broadcast products to make possible thousands of hours of Olympic television programming. Panasonic contributed more than 250 digital VTRs, 50 digital video cameras and more than 900 monitors to Salt Lake 2002 broadcast operations. Panasonic equipment was installed throughout the International Broadcast Centre and at many Olympic venues to transmit images of Salt Lake 2002 to television viewers around the world.

Kodak supported photojournalists responsible for creating and sharing images of Salt Lake 2002. Kodak created the Kodak Image Center, the world's largest photo lab, in the Main Media Centre in Salt Lake City. The Image Center provided free, high-quality photo processing services to accredited photojournalists, converted photographs to digital images, stored images on Kodak Photo CDs and electronically transmitted Olympic images worldwide.

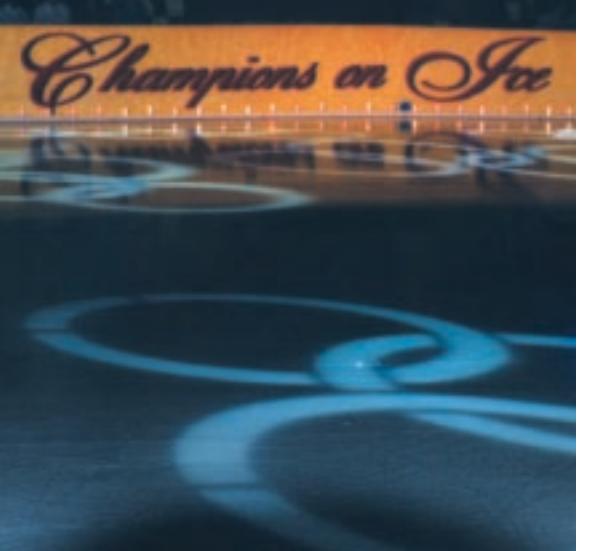
Kodak offered services to more than 650 accredited photojournalists at Salt Lake 2002 through the Kodak Image Center at the Main Media Centre. The Kodak Image Center became the world's largest photo lab and provided free, high-quality photo processing services to photojournalists — converting photographs to digital images, storing images on Kodak Photo CDs and electronically transmitting Olympic images worldwide.

Coca-Cola Radio, an Olympic tradition since 1992 Albertville, sent the sounds of the 2002 Olympic Winter Games through the U.S. airwaves. Working from Park City, top disc jockeys and radio personalities entertained their hometown audiences with live interviews and behind-the-scenes accounts of the Olympic festivities. Radio personalities from more than 45 popular U.S. radio stations participated in Coca-Cola Radio at Salt Lake 2002.

Sports Illustrated/Time Inc., a Worldwide Olympic Partner and a charter member of the TOP Programme, brought the 2002 Olympic Winter Games to the people of the world through its many publications.

- ▶ The Official Salt Lake 2002 Souvenir Programme was the top-selling item in the Olympic Superstore in Salt Lake Olympic Square.
- ▶ *The Daily* magazine was read and enjoyed by thousands during the 17 days of the Games.
- ▶ The "Inside the Olympics" column appears in *Sports Illustrated* magazine.
- ▶ The Olympic Viewer's Guide for Salt Lake 2002 promoted and enhanced the Winter Games broadcast.





To bring the spirit of the Olympic Games to local communities on an ongoing basis, John Hancock, a Worldwide Olympic Partner, hosts special events with Olympic athletes. The John Hancock Champions on Ice tour features legendary Olympic figure skaters from the past two decades.

"Events surrounding these Hancock tours allow our salespeople to reach out to thousands of potential customers.... There is tremendous romance to this kind of grassroots marketing. If you'd like to create the biggest possible halo for your brand, few things beat giving someone who never expected to have a brush with athletic greatness the chance to experience it firsthand."

— David D'Alessandro, CEO, John Hancock, from his book *Brand Warfare*



Enhancing the Olympic Experience

For many, the Olympic Games is an inspiring, emotional, once-in-a-lifetime experience. Many sponsors communicate with consumers through on-site programmes and activities at the Games that enhance the Olympic experience.

Salt Lake 2002 attracted tens of thousands of visitors from around the world to the host region. Through interactive programmes, activities and events, sponsors created opportunities for thousands of visitors who may not have been able to attend competitions to celebrate the Olympic values and to experience the Games. These programmes and activities provided a focal point for communicating corporate messages and demonstrating corporate capabilities to audiences amidst the exciting atmosphere that pervaded the Games.

Sponsors' highly effective on-site programmes in Salt Lake contributed greatly to visitors' overall enjoyment of the Games.

Down arrow icon 54% of Salt Lake 2002 spectators surveyed stated that they had visited a sponsor-developed activity or had attended a sponsor-supported event.

Down arrow icon 95% of Salt Lake 2002 spectator survey respondents who had visited an Olympic sponsor's activity stated that this opportunity positively enhanced their Olympic experience.

 *"Our objectives in Salt Lake were to provide Olympic fans, athletes and their families with entertaining and memorable Olympic experiences. We also were able to showcase our leadership in digital convergence by letting spectators touch and feel products that will soon be unveiled to the U.S. market."*

— Il-Hyung Chang, Senior Vice President and Head of Olympic Projects, Samsung

Hallmark, an OPUS Sponsor, sponsored the free nightly concert series at the Olympic Medals Plaza, contributing to one of the most exciting elements of the Salt Lake 2002 experience. The concerts featured some of the most sought-after talent in the music industry and provided thousands of spectators with a memorable experience each night during the Games.

Down arrow icon 87% of Salt Lake 2002 Olympic athletes who visited the Olympic Medals Plaza rated the experience good or excellent.

 *"It is the magnitude of the Olympics that makes it quite special. The Olympics are about emotion, relationships, celebration, commemoration — all things that Hallmark certainly owns as a brand — so it's a perfect fit for us and the great opportunity to highlight those elements."*
— Kylie Watson-Wheeler, Director of Advertising, Hallmark

Coca-Cola enhanced the Salt Lake 2002 Olympic experience by both continuing longstanding traditions and creating innovative new programmes. Coca-Cola offered Pin Trading sites in Salt Lake City and Park City where visitors could participate in one of the most popular spectator activities in Olympic history. Coca-Cola On the Ice, an all-new attraction that allowed Olympic visitors to experience simulations of luge, bobsleigh, hockey and curling, made its debut in Salt Lake Olympic Square. In partnership with Salt Lake City's NBC affiliate KSL 5, Coca-Cola also sent Fan Vans to visit retail outlets in Salt Lake City, delivering Olympic Games tickets to many who otherwise might not have had the chance to experience Olympic competition.

Down arrow icon More than 460,000 people visited the three Coca-Cola Pin Trading sites at the Games, which were operated by more than 100 staff representing five continents and speaking more than 20 languages.

Down arrow icon Coca-Cola On the Ice attracted more than 476,000 visitors and hosted 165 athlete appearances during the Games.



Through its Panasonic equipment, Matsushita brought Olympic spectators and visitors, inside and outside the venues, closer to the Salt Lake 2002 Olympic action.

- ↳ 16 Panasonic Astrovision giant video screens provided images from Olympic competitions to Olympic venues, the Olympic Medals Plaza and public areas in Salt Lake City and Park City.
- ↳ Panasonic also provided 35 advanced sound systems to 14 locations, bringing the sounds of the Games to the people.

Many sponsors created kiosks and venues to entertain Olympic visitors, providing the Olympic athletes and the public with opportunities to see and experience the sponsor's latest innovations:

- ↳ The Kodak Picture Planet facility in Salt Lake Olympic Square provided photo processing services and enabled Olympic visitors to send digital images from Salt Lake City to friends and family around the world.
- ↳ Anheuser-Bush's World of Budweiser in downtown Salt Lake City provided the public with a festive gathering place that featured large video screens, restaurants, bars, an ice skating rink, and a stage for music and entertainment.
- ↳ The AT&T Broadband Lounge enabled visitors to surf the Internet and share their Olympic experience with friends and family via email.
- ↳ Gateway Cyberspots in the Olympic Village enabled Olympic athletes to communicate with loved ones and family members in every corner of the globe.

 "Anheuser-Busch was proud to serve as an official sponsor of the 2002 Olympic Winter Games. Our sponsorship allowed us to reach millions of Budweiser and Bud Light consumers by activating marketing programs that shared an Olympics theme."
— Tony Ponturo, Vice President, Global Media and Sports Marketing, Anheuser-Busch, Inc.



6 THE IMPACT OF OLYMPIC SPONSORSHIP

THE BREADTH AND SCOPE OF OLYMPIC PARTNERSHIP HAS A PROFOUND IMPACT ON sponsors' success in achieving specific business objectives. Olympic sponsorship generates measurable results through brand enhancement, product and service showcasing, boosting corporate spirit and increasing sales and market awareness on the global and local scale. No event touches individuals throughout the world so intimately while providing a consistent marketing platform that successfully transcends cultural boundaries and speaks effectively in all languages.

Partnership with the Olympic Movement is a business investment that requires strategic planning and activation to achieve corporate business objectives and generate positive returns. Sponsors participate in the Olympic Movement for a multitude of reasons, develop varied programmes to capitalise on the Olympic association, and ultimately generate results and positive investment returns that are seen in many aspects of their businesses.

This chapter demonstrates the strength of Olympic sponsorship as a business opportunity and the return that Olympic sponsors derive from their investment in the Olympic Movement.



Brand Enhancement

The Olympic Image possesses a foundation of universal ideals: inspiration, integrity, honour, excellence, determination, achievement, peace and global unity. The Olympic Games and the athletes embody attributes that communicate a positive message to the world: dignified, worldly, modern, multicultural and dynamic.

As Olympic sponsors share or strive to share many of these universal ideals, the Olympic Games provide sponsors with a powerful and tangible experience that helps sponsors to communicate core brand messages in a cohesive and universal way.

 "Our goal is to look for innovative ways to evolve the utilisation of the property and give our member banks the full benefits that this sponsorship platform provides. Brand equity transfer is significant and important. Equities such as leadership and trust, ubiquity, excellence and the local and global nature of the Games are all shared equities of Visa and the Olympic Games."

— Scot Smythe, Senior Vice President, Global Sponsorships, Visa International

Consumers around the world hold the Olympic Games in very high esteem, agreeing that the Games are the pinnacle of sporting excellence and that the significance of the Games transcends sport. In an 11-country study on the power of the Olympic Image conducted after the 2002 Olympic Winter Games:

 78% of respondents stated that the Olympic Games represent the very best of sport.

 74% of respondents stated that the Olympic Games create a feeling of harmony and peace.



"The Olympic Games stand for excellence in human achievement. The Kodak brand stands for trust, reliability, and quality. In Salt Lake we're pleased to record the history of all these achievements."

— Carl Gustin, Chief Marketing Officer and Senior Vice President, Eastman Kodak Company



Through partnership with the Olympic Movement, sponsors substantially enhance their brand perception, successfully elevate their corporate image and effectively communicate vital brand messages to consumers in global and local markets.

"The Olympic rings help John Hancock reinforce certain essential things about our brand over and over, in every line of business and in every market: that we're willing to support something our customers consider a good cause and that we are a big player. In truth, the rings suggest that we are a much bigger player than we actually are, given the company they put us in. The 10 other TOP Olympic sponsors include corporations ... whose market capitalization dwarfs ours.... However, the Olympic Games offer us much more than just a logo. They offer us a platform for all our marketing efforts."

— David D'Alessandro, CEO, John Hancock, from his book *Brand Warfare*

Consumers worldwide believe that the Olympic Games possess the ability to reach across cultural and linguistic boundaries, profoundly impacting all people, enjoying universal global appeal and acting as a singular unifying force worldwide. In an 11-country study on the power of the Olympic Image conducted after the 2002 Olympic Winter Games:

 72% of respondents stated that there is something for everyone in the Olympic Games.

 66% of respondents stated that there's nothing that brings the world together like the Olympic Games.

 "Samsung sponsors the Olympic Games because the Games represent the same values that we have as a company — peace, humanism, courage and challenge. Samsung wants to help people stay connected, and our Olympic-themed programmes — Share the Moment calls, Samsung Athlete Family Homestay and the Olympic Rendezvous @ Samsung — all reinforce the message that Samsung brings people and families together."

— Il-Hyung Chang, Senior Vice President & Head of Olympic Projects, Samsung

The 2002 Olympic Winter Games carried an image that was at once ancient in its traditions and youthful in its vitality, which proved to be an appealing blend of attributes that created a profound impact on consumers and a powerful brand association for Olympic sponsors.



"The Salt Lake City Olympics did show an exciting, more youthful face for advertisers."

— Financial Times

A Global Marketing Platform

"The marketplace has become so fragmented that very few platforms can talk to such a mass audience,' says Peter Stern, president of Strategic Sports Group, a New York sports-marketing firm. 'The Olympics borrows from the attributes marketers want: continuity, patriotism, wholesomeness, loyalty, rooting for your country."

— The Wall Street Journal

The Olympic Games are globally renowned, and the Olympic Image has universal meaning and power throughout the world. Because Olympic Games imagery and values communicate unequivocally across national, linguistic and cultural boundaries, Olympic sponsors achieved great success in using Salt Lake 2002 as the vehicle for communicating consistent and cohesive corporate messages to consumers. For many sponsors, the Olympic Games become the cornerstone of all corporate marketing initiatives — from corporate promotions, to marketing communications, to advertising — either on a continual basis or as a special activation in the lead-up to the Games.

"When John Hancock became an Olympic sponsor in 1993, it did more profound things than we had even hoped. In a certain sense, it gave us an identity.... The advantages for our brand were enormous. For the first time, there was a discernable consistency and style in all our communications, and it was easier for consumers to figure out who we were."

— David D'Alessandro, CEO, John Hancock, from his book *Brand Warfare*

Bank of America, an OPUS Partner, used Salt Lake 2002 as its brand platform for all communications for six full months spanning the final quarter of 2001 and the first quarter of 2002, including print and television advertising. Bank of America's television advertising campaign featured bank personnel attempting — and fumbling at — such challenging Olympic Winter sports as bobsleigh and short track speedskating. The comedic displays were supported with narration on the bank's great desire to participate in the Olympic Winter Games, and how they finally decided to "support the real athletes instead." The memorable campaign affirmed Bank of America's support for Olympic athletes in the minds of viewers.

A television advertising campaign for McDonald's featured crew members from around the world speaking in their respective native languages about how they would, in their own performances, emulate the Olympic athletes. "No one will be faster ... No one will work harder." With these statements, the young McDonald's employees in this inspirational campaign voiced pride in giving their best. McDonald's conducted Olympic promotions in 85% of its 29,000 restaurants worldwide.

Xerox, a Worldwide Olympic Partner in the TOP Programme, developed the Colors of Excellence campaign from the Olympic marketing platform, borrowing from the five colours and interlocking rings of the Olympic symbol. Centered around five core values — vision, endurance, performance, value and support — the Colors of Excellence platform was integrated over a two-year period into trade shows, incentive programmes, promotions, personnel motivation programmes, local events and sales materials. Xerox also introduced a new brand campaign during the Salt Lake 2002 Games, with extensive print and television advertising. Xerox's new brand campaign aired 130 spots in prime time during the Olympic broadcast on NBC in the U.S.



"Wherever the Games are staged, we're reaching our customers."

— Nancy Weise, Director of Worldwide Marketing Communications, Xerox

Visa International's Olympic sponsorship programmes were activated worldwide to enhance the company's goal of maintaining a position of leadership, ubiquity and achievement. With the slogan, "You've Got What it Takes," Visa emphasises that the company's services can help anyone in the world achieve their goals.



Visa Olympic sponsorship programmes were activated by member banks that represent more than 90% of Visa's global business.



Salt Lake 2002 marked the first time that all six of Visa's regions worldwide promoted, leveraged and marketed the Olympic Winter Games in the company's 16-year association with the Olympic Movement.



"The Olympics are the most popular and most balanced demographic property that is available in the world today, and we certainly are able to make the Olympics appeal to our audience locally, nationally and globally."

— Tom Shepard, Executive Vice President, Global Marketing, Partnerships and Sponsorships, Visa International



"During 16 years as a worldwide Olympic sponsor ... from Seoul to Nagano and on to Sydney, the Visa team has worked more or less non-stop in a series of interlocking project cycles; continually innovating, executing, reviewing and then innovating some more to deliver value to its members and their customers. Throughout the world, thousands of member banks are running marketing programs which utilize Olympic branding messages."

— Sport Business International



Partnership on the World's Stage

The Olympic Games is the world's premier event, observed by the global business community, the media, consumers at the Games and television viewers around the world. The Games is the world's most complex event, staged upon a vast infrastructure. The Olympic Games is also the world's greatest corporate showcase, providing visibility worldwide and within the host region during the 17 days of the Olympic Games.



"To corporations, the Olympics represent a mini-test-market."

— The Wall Street Journal



The principle of product category exclusivity is essential to the success of Olympic marketing. At the Olympic Games and around the world, the Olympic Movement protects this principle to ensure that the rights of Olympic partners are upheld. Olympic partners are free of competition in the execution of Olympic marketing programmes and in communicating to Olympic audiences. Partners such as Coca-Cola and McDonald's capitalise on Olympic marketing's principle of exclusivity to achieve great success in placing their products in the hands of tens of thousands of consumers at the Games.



Coca-Cola served more than 3.5 million beverages on-site during the Salt Lake 2002 Games.



Approximately 107,000 guests were served at McDonald's restaurants in the Olympic Village and the Main Media Centre.



McDonald's was highly popular with the Salt Lake 2002 Olympic athletes. Over 84% of athletes surveyed had meals at McDonald's during their stay in the Olympic Village, enjoying 10,156 Big Mac sandwiches, 20,660 hamburgers and cheeseburgers, and more than 1.9 million french fries.



87% of Salt Lake 2002 athletes who visited McDonald's rated the facilities good or excellent.



McDonald's presence at Salt Lake 2002 generated 125 million media impressions.



The consortium of Olympic partners that provided the technology solutions for the Olympic Games showcased their technology, teamwork and expertise, and contributed to the glitch-free 2002 Olympic Winter Games systems. The media, Olympic spectators, global and local business leaders, and consumers around the world witnessed the achievement.

"There are no second chances for the athletes or the IT consortium when it comes to the Olympic Games. For a few short days in February, the world's eyes will be focused on the Olympic Games. The Games give SchlumbergerSema the opportunity to showcase the tremendous amount of trust that the IOC and SLOC have put into our capability to deliver this incredibly complex IT project on time, to budget and to specification. Potential customers esteem such trust as a priceless commodity. The business-to-business market clearly understands the importance and sheer magnitude of integrating all of the IT services for the Olympic Games."

— Irwin Pfister, CEO, SchlumbergerSema

Xerox contributed thousands of pieces of equipment to document the 2002 Olympic Winter Games and, to support the SLOC, operated the largest reprographic producing centre in the state of Utah for months leading up to the Games. The Xerox team published Olympic results books within hours of each competition's completion.



Xerox contributed more than 2,800 pieces of equipment to Salt Lake 2002.



More than 120 Xerox technicians supported operations on-site at the Olympic Winter Games.



"As a showcase for talent, teamwork and excellence, the Olympic Games serve as a competitive benchmark."

— Anne Mulcahy, President & CEO, Xerox

Kodak provided accreditation services for the SLOC, digital health imaging services for Olympic athletes and coaches, image processing services for the world's media, and interactive photo services for Olympic visitors. In doing so, Kodak leveraged an unparalleled business opportunity by demonstrating the quality of the company's imaging technology to every conceivable target audience — photojournalists, businesses, medical professionals and individual consumers.

"For Salt Lake, over 250 people representing virtually all of Kodak's business units were required to ensure the success of our accreditation services, our polyclinic operations, and the Kodak Image Center. There is no other partnership that provides for and requires the vast array of products and services from so many of our business units. The Salt Lake Olympic Winter Games provided Kodak a natural platform to showcase these great products to the world, including our valued customers and partners who attended as our guests."

— Bud Denker, Director and Vice President, Brand and Market Development, Eastman Kodak Company



The festival atmosphere of the Olympic Games in Salt Lake Olympic Square and on Main Street in Park City provided on-site opportunities for sponsors to display their brand identities and to put their new innovations, products and technology into the hands of consumers.

The Olympic Rendezvous @ Samsung in Salt Lake Olympic Square showcased its products as bold, fashionable, new, stylish and on the leading edge of technological advancement. With the themed zones of Style, Speed, Agility and Color, the Olympic Rendezvous @ Samsung presented this image to consumers. Olympic visitors also participated in the Samsung Share The Moment programme, which allowed athletes and spectators to experience Samsung's digital mobile technology by making a free three-minute phone call.

- ↳ Olympic Rendezvous @ Samsung welcomed more than 240,000 visitors during the Games, including an average of 250 Olympic athletes per day.
- ↳ Olympic visitors made more than 4,680 free phone calls, for approximately 12,870 minutes, through the Samsung Share The Moment programme.
- ↳ 70.5% of visitors to Olympic Rendezvous @ Samsung stated that the facility strongly influenced their opinion toward Samsung.
- ↳ 74% percent of visitors to Olympic Rendezvous @ Samsung developed a better image of Samsung because of the facility.
- ↳ 76% of visitors to Olympic Rendezvous @ Samsung stated that the facility influenced their willingness to buy Samsung wireless products.
- ↳ 73% of visitors surveyed rated their Olympic Rendezvous @ Samsung experience as either good or very good.

Monster.com transformed a two-story shop in Park City into a hub of activity where Olympic visitors on the city's Main Street were able to learn more about Monster.com's on-line employment services and the company's support for the Olympic Winter Games.

 "The Olympic Movement is not about every four years, it's about every day. Our role as a sponsor is to communicate to the public the benefits of health and nutrition, about injury prevention and performance enhancement naturally."
— Hank McKinnell, Chairman and CEO, Pfizer

Pfizer — a partner of the IOC Medical Commission and a Supporter of Salt Lake 2002, the U.S. Olympic team and the 2002 Olympic Torch Relay — brought to the Torch Relay and to Salt Lake Olympic Square the Health IQ Van to offer the public health screenings for serious medical conditions. Pfizer's ability to leverage opportunities on the Torch Relay and in Olympic Square has helped the corporation reach cardiologists, physician's assistants, consumers and Pfizer employees.

 Pfizer provided more than 1.1 million Olympic visitors with the opportunity to test their Health IQ in Salt Lake Olympic Square during the 2002 Olympic Winter Games

 The Pfizer Health IQ Van reached a combined total of 1.42 million consumers during the 2002 Olympic Torch Relay and the Olympic Winter Games.

 "Even pharmaceutical companies are in the Olympic new marketing spirit. Pfizer Inc. has set up a health IQ van in the Olympic Village to test for cardiovascular disease, heart disease and diabetes. The point: to encourage people to go see their doctors."
— The Wall Street Journal

The Corporate Olympic Spirit

The Olympic Games have the power to captivate and inspire the human spirit. Olympic sponsors demonstrated during Salt Lake 2002 the power of the Olympic investment to enhance the focus and purpose of corporate life, to add a cohesive and identifying element to corporate culture, and to inspire personnel, management and members of the board.

Several Olympic sponsors demonstrated this by making the 2002 Olympic Winter Games the focal point of important corporate events, summits and meetings. The Coca-Cola Company held a meeting of the board of directors in Salt Lake City during the 2002 Olympic Winter Games. It was not only the first such event in the company's history to take place at the Games, but the first to take place at any of Coca-Cola's global partnership events.

Many Olympic sponsors capitalised on the power of their partnership with Salt Lake 2002 to inspire corporate morale and to motivate personnel to work together toward achieving business goals. In the months before the Olympic Games, Olympic sponsors rewarded top employees with the opportunity for involvement in Olympic Games programmes.

Bank of America awarded 84 associates with positions on the company's Team Salt Lake to serve the banking centres at the Olympic Village and the Main Media Centre during the Games.

More than 5,000 Coca-Cola associates celebrated at the event that launched the 2002 Olympic Torch Relay in Atlanta, and Coca-Cola received 900 torchbearer nominations from employees, as interest in carrying a 2002 Olympic torch was widespread throughout the Coca-Cola system.

 "It's amazing to see how good our people feel that a company like ours is helping the Olympic Movement, contributing to the athletes and to people's ability to participate. It just inspires them."
— Stephen Jones, Chief Marketing Officer, Coca-Cola

McDonald's brought hundreds of its best restaurant crew members to Salt Lake 2002 to serve the Olympic athletes, officials and media. The McDonald's World Champion Crew — a crew of 400, selected from 25 countries and five continents based on their achievements in employee competitions and their qualifications in service, speed, accuracy, personality and teamwork — attended Salt Lake 2002 Olympic competitions and special recreational activities.

McDonald's acknowledged and honoured its crew in many ways throughout the Winter Games, even printing the names of the crew members on McDonald's tray liners for all customers to see.

 "Being selected as a member of the crew that will serve the best athletes in the world is a real honour. I look forward to making my country proud at the Olympic Winter Games."
— Lad Hudac, McDonald's World Champion Crew

Xerox harnessed the Olympic spirit of its employees in the faces that formed the Xerox "Unity" mosaic, displayed on the facade of a building in the Salt Lake City skyline. The mosaic, which pictures hands joined in raising the Olympic torch, demonstrates how the Olympic partnership pervades the corporate atmosphere throughout the Xerox system worldwide.

 The Xerox "Unity" mosaic was formed from images of the faces of 17,000 Xerox employees from 59 nations.

 25% of Xerox's worldwide employee base was represented in the "Unity" mosaic.

 "Xerox used the creation of the mosaic, entitled *Unity*, as a mechanism for employees to regain their winning spirit. As one employee wrote about the mosaic, 'Being invited to be part of the big picture banner is one of the best feelings I have had in sometime. Thanks for putting that great feeling of being a Xerox employee back in my heart.'"

— Terry Dillman, Olympic Marketing Manager, Xerox



Olympic Business Results

Olympic partnerships deliver clear and measurable business results. Sponsors derived positive returns on their investments in Salt Lake 2002 through enhanced business-to-business opportunities, direct contact with consumers, as well as increases in market activity and brand awareness.

Xerox demonstrated that Olympic sponsorship can generate measurable business results every day in the years leading up to the Games. The Xerox Colors of Excellence campaign enhanced the company's presence at trade shows in 2001, and the Xerox Bringing the Olympics Home programme of local sales events was highly effective.

 Xerox used its Colors of Excellence imagery at U.S. and international trade shows such as Print01 and PC Expo. Xerox generated US\$27 million in sales and related qualified leads from Print01 alone.

 127 local Xerox Bringing the Olympics Home events in North America reached more than 10,000 customers and generated sales of US\$15.2 million in the first 60 days of the programme.

 Xerox market research at Salt Lake 2002 showed that 43% of respondents had increased confidence in Xerox products resulting from the company's Olympic sponsorship.

 Market research found that consumers are eight times more likely to use Xerox products as a result of the company's Olympic sponsorship.



"The great Olympic promotion helped boost sales morale and excitement. The customer feedback was unanimously favorable. But more importantly, we have several commitments for business."

— Nancy Nam, Marketing Manager, Mid-Atlantic Public Sector Operations, Xerox, in a response to Xerox headquarters about the success of *Bringing the Olympics Home* in the Mid-Atlantic region of the U.S.

*"Xerox Corp.'s decision to activate its TOP V sponsorship throughout the entire company has paid dividends. Case in point: Xerox generated a 20-to-1 return in new business from an activation program pegged to the Salt Lake Games dubbed *Bringing the Olympics Home*."*

— IEG Sponsorship Report



Olympic sponsorship can and does generate measurable business results, including increased sales. 42% of Salt Lake 2002 spectators surveyed stated positively that they were more likely to buy a company's products and services because it is involved with the Olympic Games.

An enhanced Visa presence in Salt Lake City started several years ago when Visa strengthened working relationships with local merchants and offered unique Olympic marketing programmes to drive their sales. By offering cross-promotions and Olympic point-of-sale materials to local businesses, Visa enabled area merchants to tap into the 2002 Olympic Winter Games. Visa reported business results that mark Salt Lake 2002 as the most successful Olympic Winter Games sponsorship ever for Visa, on par with the much larger-scaled Sydney 2000 Olympic Games.

Down arrow icon. Consumer spending on Visa cards in Salt Lake City for February 1 – 24 was up 30% over the same period in 2001, with more than US\$172.7 million charged on Visa cards at local merchants.

Down arrow icon. Visa sales volume at specialty and apparel merchants for February 2002 increased 77% over February 2001 in Salt Lake City, with total sales of US\$49.2 million. Visa sales volume at restaurants in February 2002 was up 57% over February 2001, with a total of US\$15 million in transactions.

Down arrow icon. At the Salt Lake 2002 Olympic venues, more than US\$16 million in sales was processed through the Visa point-of-sale terminals. The daily spending average at Olympic venues in Salt Lake was approximately 11% higher than the daily spending average at Olympic venues for Sydney 2000.



"The Olympic Games are proven to build business and provide remarkable exposure for host cities, as shown in Sydney and most recently in Salt Lake City. We expect Athens to be no exception, as Visa already gears up to support the 2004 Olympic Games."

— Tom Shepard, Executive Vice President, International Marketing, Partnerships and Sponsorship, Visa International

The Invitation of a Lifetime: Building Olympic Business Relationships

Olympic partnership provides companies with the opportunity to strengthen business relationships and to provide corporate guests with the experience of a lifetime at the world's greatest event.

Olympic sponsor hospitality guests esteem the Olympic Games as a special and significant event.

Down arrow icon. 92% of corporate guests at Salt Lake 2002 agreed that the Olympic Games bring people from different countries and backgrounds together.

Down arrow icon. 91% of corporate guests at Salt Lake 2002 agreed that the Olympic Games are an international celebration of sport and culture.

Down arrow icon. 97% of corporate guests at Salt Lake 2002 agreed that the Olympic Games are special because they do not happen every year.

The Scope of Olympic Hospitality

Olympic Games hospitality is unique in scope. For Salt Lake 2002, the SLOC and the IOC worked together to create the systems by which Olympic partners developed hospitality. As part of the Olympic sponsorship package, the SLOC organised the procurement of hotel accommodations, Olympic Games tickets, ground transportation, and provided venue hospitality facilities, partner signage and recognition.

As the 2002 Olympic Winter Games commanded the attention of the entire world, business leaders from around the world attended Salt Lake 2002 and maximised the opportunity to interact in the international environment. The magnitude and scope of the Olympic hospitality programme conveys the strength and value of the opportunity.

Down arrow icon. Approximately 30 partners across all levels of sponsorship and supplier activation activated Olympic Games hospitality programmes in Salt Lake City.

Down arrow icon. It is estimated that as many as 52,000 corporate guests of Olympic sponsors attended the 2002 Olympic Winter Games.



Five Sponsor Hospitality Centres accommodated the guests of Olympic sponsors at Olympic venues — at the Snowbasin Ski Area, Deer Valley Resort, Soldier Hollow, Utah Olympic Park and the Salt Lake Ice Center. These shared facilities provided a place for sponsor guests to escape from the cold during competition and enjoy complimentary food and beverage service while watching coverage of the Games on television.

The IOC established a central hospitality club for all Olympic partners in the heart of Salt Lake City, just outside the gates of Salt Lake Olympic Square. The Olympic Partners Club became the corporate meeting place for partners to interact, to entertain key customers, to conduct business meetings and press conferences, and to meet with the Olympic Family. Buffet dining at the Club included cuisine from the current and future Olympic host nations — the U.S., Greece, Italy and China.

The Competitive Difference of Olympic Hospitality

Olympic Games hospitality is singular in the breadth of opportunity that it offers to Olympic sponsors, from sports competitions to cultural events to other key elements of the Olympic Games experience. Olympic Games hospitality rises above other event hospitality in several ways:

- ↳ Many Days and Many Events: Salt Lake 2002 featured 78 events across 15 disciplines and 7 sports, as well as nightly ceremonies, over a period of 17 days.
- ↳ Sport and Culture: Salt Lake 2002 provided the world's greatest winter sporting competition, complemented with an array of opportunities for cultural enrichment and entertainment in music, dance, film and the visual arts.
- ↳ The Olympic Atmosphere: From the Opening Ceremony to the Closing Ceremony, from the competitions to the nightly celebrations at the Olympic Medals Plaza, Salt Lake 2002 was characterised by an exciting and distinct atmosphere that combined the vitality of winter sport and the special spirit of the Olympic Winter Games.
- ↳ Olympic Outfitting: The Olympic sponsorship tradition of outfitting corporate hospitality guests in high-quality apparel that bears the sponsor's Olympic identity has proven to be a successful, highly-valued and much-appreciated element of Olympic hospitality programmes.
- ↳ The Olympic Future: Olympic Games hospitality provides an opportunity for future Organising Committees, their sponsors and their potential sponsors to experience the power of the Olympic Games in the early stages of their relationships, as companies decide to become Olympic sponsors or confirm plans to continue their sponsorship.

 "We brought a number of our Olympic broadcast sponsors here to witness first hand the Olympic excitement. It's a chance for us to show our appreciation for their continued sponsorship support of the Olympic Games and a chance for us to get to know them better. It's quite vital in our marketing division because we are very customer-centric in our approach, and by offering Olympic hospitality we are able to get closer to our customers and find out what their real business needs are."

— Pauline Bohnec, Senior Manager, Event and Sales Promotions, CBC



Many 2002 Olympic partners employed specialist agencies to help develop Olympic Games hospitality programmes, helping to ensure that sponsors created the best possible experience for their guests and derived the maximum value from their programmes.

"Hospitality is one of the strongest marketing tools implemented by sponsors — and the Olympics is the highest echelon of sports hospitality. We try to create an atmosphere in which we bring together our clients and their guests, so that they can break down barriers and develop their relationships."

— Jon Hillman, Iluka, a specialist hospitality agency

"In Olympic Games hospitality, we try to create an atmosphere for our clients and their guests so that they can relax and enjoy themselves, creating comfort levels so our clients can communicate with their customers — doing business and having fun at the same time. We still get e-mails, phone calls and letters from our guests at Olympic Games years and years ago. They still have great memories."

— Steve Skubic, Sportsmark, a specialist hospitality agency

The Value of Olympic Hospitality

Olympic Games hospitality is beneficial to sponsors in two major ways:

↳ Hospitality provides sponsors with the opportunity to entertain current and potential customers, building relationships at the world's most prestigious, powerful and exciting event.

↳ Hospitality provides sponsors with the opportunity to showcase their contributions to the staging of the Games, thus enhancing their image by communicating to customers and potential customers the quality of their products, services and technology.

Olympic hospitality is valuable to Olympic partners because the Games possess a powerful image that distinguishes an Olympic sponsor as a leader in its field, and because the Games provide a special setting in which sponsors can communicate and build relationships with business associates.

↳ 91% of corporate guests at Salt Lake 2002 agreed that it is good to be associated with the strong image of the Olympic Games.

↳ 84% of corporate guests at Salt Lake 2002 agreed that sponsoring the Games and investing in hospitality provides a good opportunity to network.

↳ 82% of corporate guests at Salt Lake 2002 agreed that attending the Games raised their opinion of the sponsor that invited them — while only 3% disagreed.

↳ 78% of corporate guests at Salt Lake 2002 agreed that the Olympic Games are a good place to showcase sponsor products, services and technology.

"Our successful participation in the staging of the Games is a proof statement for Xerox's superior technology and solutions. Our ability to host customers and prospects at the Games provides an unprecedented opportunity to build customer relationships. You cannot match the value of spending four days with your top customers and really getting to know them. You can't beat that anywhere on earth."

— Terry Dillman, Olympic Marketing Manager, Xerox

Xerox demonstrated the strength and benefits of Olympic Games hospitality at Salt Lake 2002.

↳ Xerox guests rated their overall satisfaction as 4.875 on a 5-point scale.

↳ Xerox guests rated their overall perception of Xerox as a sponsor at 4.975 out of 5.

↳ 100% of Xerox executive guests had a favourable perception of the hospitality programme, as 91% rated the programme "excellent" and the remaining 9% rated the programme "good".

↳ 100% of Xerox executive guests viewed the hospitality programme as a positive opportunity to build relationships, with 85% rating the opportunity "excellent" and the remaining 15% rating the opportunity "good".

↳ Xerox has announced that it is selling all 2,800 pieces of Xerox equipment used at the 2002 Olympic Winter Games to customers who attended the company's Salt Lake 2002 hospitality programme.

"The combination of the sporting events, the cultural events, the entertainment events and the broad demographic appeal that the Olympics bring is not lost on the guests of hospitality programmes. They realise the unique nature of the Olympic Games."

— Tom Shephard, Executive Vice President, Global Marketing, Partnerships and Sponsorships, Visa International





7 SALT LAKE 2002 LICENSING

OLYMPIC GAMES LICENSING PROGRAMMES REPRESENT THE OLYMPIC IMAGE AND PLACE IN the hands of consumers tangible souvenirs from the Games. With a wide range of apparel and other merchandise that carried the Salt Lake 2002 emblem, design elements, pictogrammes and mascots, the 2002 Olympic Winter Games souvenirs expressed the unique culture of the American West and shared the inspirational spirit of the Games.

The Salt Lake 2002 licensed merchandise programme fulfilled four major goals:

- The Salt Lake 2002 licensing programme offered themed lines of high-quality merchandise befitting the prestige of the Olympic Image.
- The programme offered an array of traditional merchandise that communicated the Olympic Image.
- The programme offered a variety of eccentric items that conveyed important aspects of the local color of Utah and the culture of the American West.
- The SLOC recruited local companies for participation in the programme and helped to further stimulate the local economy.



Salt Lake 2002 Olympic Licensing Success

The Salt Lake 2002 licensing programme was highly successful, establishing associations with manufacturers that helped to promote the identity of the Olympic Winter Games, generate retail sales and provide royalty revenue support for the staging of the Games.

- The SLOC established approximately 70 commercial associations with licensees to manufacture merchandise commemorating the 2002 Olympic Winter Games.
- The Salt Lake 2002 licensing programme generated gross retail sales of US\$500 million.

The Olympic Superstore for Salt Lake 2002, which operated in downtown Salt Lake City from 15 December through 28 February, was crucial to the success of the Olympic Winter Games licensing programme.

- The Olympic Superstore received more than 320,000 customers, with an average of 10,000 customers per day during the Games. The Olympic Superstore generated US\$87.80 in average spending from each customer.
- The Olympic Superstore sales exceeded the SLOC's target of US\$11 million by Day 8 of the Games.

 "The Salt Lake 2002 licensing programme provided opportunities for many relatively smaller companies to connect with consumers and to share in the Olympic spirit by creating high-quality merchandise that expressed the special character of these Games. The success of the programme provided great support for the staging of the Games and proved how appealing official Olympic Games merchandise is to consumers."
— Mark Lewis, President and Chief Executive Officer, OPUS; Vice President, Marketing and Licensing, SLOC; Managing Director, Sales and Corporate Sponsorships, USOC

Salt Lake 2002 Licensing Development and Management

The Salt Lake 2002 licensing programme began after the launch of the 2002 Olympic Winter Games emblem in late 1997, and the SLOC developed the programme over a period of years — through recruitment of licensees, product line development, merchandise distribution and programme management.

The SLOC made a strong effort to involve local companies in the licensing programme, both as a means to provide opportunities for smaller companies to participate in the Winter Games as well as to stimulate the local economy. The SLOC pursued companies that had strong presence within the local community — such as Marker, a well-known company throughout Utah, which served both as an Olympic apparel licensee and as the outfitter of the Salt Lake 2002 volunteers.

The SLOC sought to ensure high quality across all merchandise lines and worked to clearly define product categories, ensuring that Olympic products would be available in a broad sample of styles and at a wide range of prices.

- Salt Lake 2002 merchandise distribution was extremely successful at the local level overall.
- New merchandise using Salt Lake 2002 Olympic pictograms and mascots were introduced to make new 2002 Olympic products constantly available to consumers.
- The Olympic Superstore opened in December 2001 in Salt Lake City, in the heart of what would become Salt Lake Olympic Square. The Olympic Superstore and the merchandise outlets at Olympic venues were managed by Concept Sports. During the Games, long queues formed outside the Olympic stores, proving the appeal of Salt Lake 2002 merchandise. The SLOC also established agreements with supermarkets and general stores throughout Utah to carry Olympic merchandise.
- The SLOC achieved great success with a segmented market strategy, creating one range of merchandise that would only be available at Olympic venue outlets and another range of merchandise only available at the Olympic Superstore.
- 75% of Salt Lake 2002 Olympic Winter Games merchandise was sold six months prior to and during the Games.

The SLOC co-ordinated a programme to protect the integrity of the Olympic Image, the value of the Olympic Games licensing programme and the rights and investments of Salt Lake 2002 licensees. Within the brand protection programme, the SLOC collaborated with the U.S. Federal Bureau of Investigation, U.S. Customs, the Chamber of Commerce and local police to prevent the manufacture and distribution of counterfeit merchandise.





Making the Olympic Licensing Investment

Olympic Games licensing is a valuable opportunity that provides several benefits, including:

- opportunities to enhance brand awareness, increase sales, strengthen presence in specific markets and expand into new markets
- opportunities to develop new merchandise and product lines
- opportunities to develop close contact with consumers and to communicate good corporate citizenship

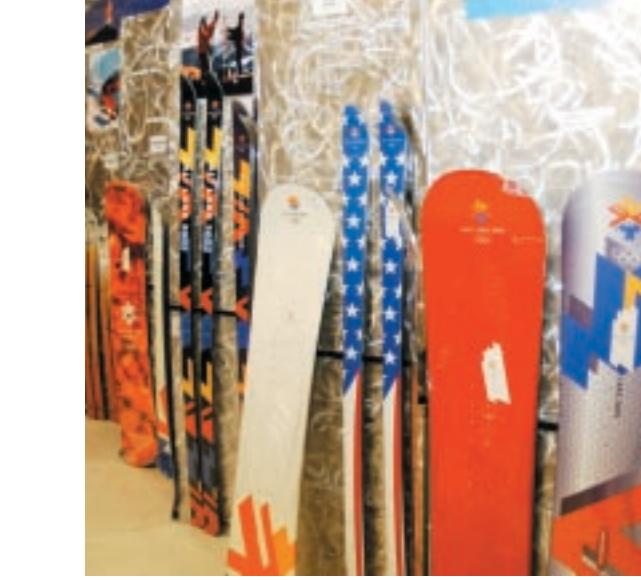
Marker, a clothing and apparel manufacturer, outfitted the 2002 Olympic volunteers and provided many Olympic sponsors with corporate uniforms. Marker utilised its position as a Salt Lake 2002 licensee to push awareness of the brand outside of Utah and the U.S., as well as to increase its market share in the ski apparel business both through the sale of Olympic merchandise and repeat purchase from volunteers who used Marker products during the Games.

Dale of Norway, manufacturer of fine Norwegian sweaters and cardigans increased its involvement in the Olympic Movement, which began in 1956, by becoming a licensed merchandiser for the 2002 Olympic Winter Games. Dale continues to see increased brand image and value as the most significant long-term benefit of its association with the Olympic Winter Games.

"Dale of Norway's link to the Olympic Movement has been an integral component to our success. While Dale of Norway exceeded its sales goal of US\$20 million, we believe the true legacy will be the unique brand synergy between Dale and the Olympics. Our shared heritage and values provide a solid foundation upon which to build a mutually rewarding alliance for many years to come."
— Sturle Harald Pedersen, CEO, Dale of Norway AS

O.C. Tanner provided the Olympic medals for the 2002 Olympic Winter Games and became a Salt Lake 2002 licensee to demonstrate good corporate citizenship, to enhance its brand and to increase consumer awareness. For O.C. Tanner, being a Salt Lake 2002 licensee provided motivation to create new products and opened the door for e-commerce sales.

Fine Art, an Olympic licensee since the 1996 Olympic Games, produced and sold commemorative art projects for the 2002 Olympic Winter Games. The company specialises in creating artistic merchandise to commemorate events, and the Olympic Games provided Fine Art with an opportunity to reap the benefits of involvement in the world's greatest and most far-reaching event.



Leveraging the Olympic Licensing Investment

To leverage the Olympic licensing investment, Salt Lake 2002 Olympic licensees marketed their merchandise in innovative ways that provided effective points of contact with target markets.

Marker, in conjunction with KSL, the NBC Salt Lake broadcast affiliate, created a special television advertisement to promote its products and the companies association with the 2002 Olympic Winter Games. Marker's comprehensive advertising campaign also included print advertisements placed in local and regional publications as well as an ad in the 2002 Olympic Winter Games Official Souvenir Programme.

To promote its merchandise at retail outlets, Dale of Norway created point-of-purchase materials, banners and posters. Dale also created print advertisements for its Salt Lake 2002 Olympic merchandise with reference to retail outlets. The U.S. — and, on a larger scale, North America — has now become the largest market for Dale.

To generate interest in its support for the Games and to enhance awareness of its Olympic merchandise, O.C. Tanner focused on in-store displays, advertising, and a public relations campaign that resulted in many media stories on the company. To further market its products to customers, O.C. Tanner developed a special line of jewelry, a brochure for Team 2002 Volunteers, as well as new packaging to enhance the appeal of its products. The company experienced great success in the lead up to the Games, and needed to produce more jewelry products in December 2001 to meet demand.

- O.C. Tanner experienced an overall retail sales increase of 15% from its association with the Games.
- Approximately 1,000 newspaper and magazine articles mentioned O.C. Tanner's support for the Games, providing free media coverage valued at an estimated US\$50 million.



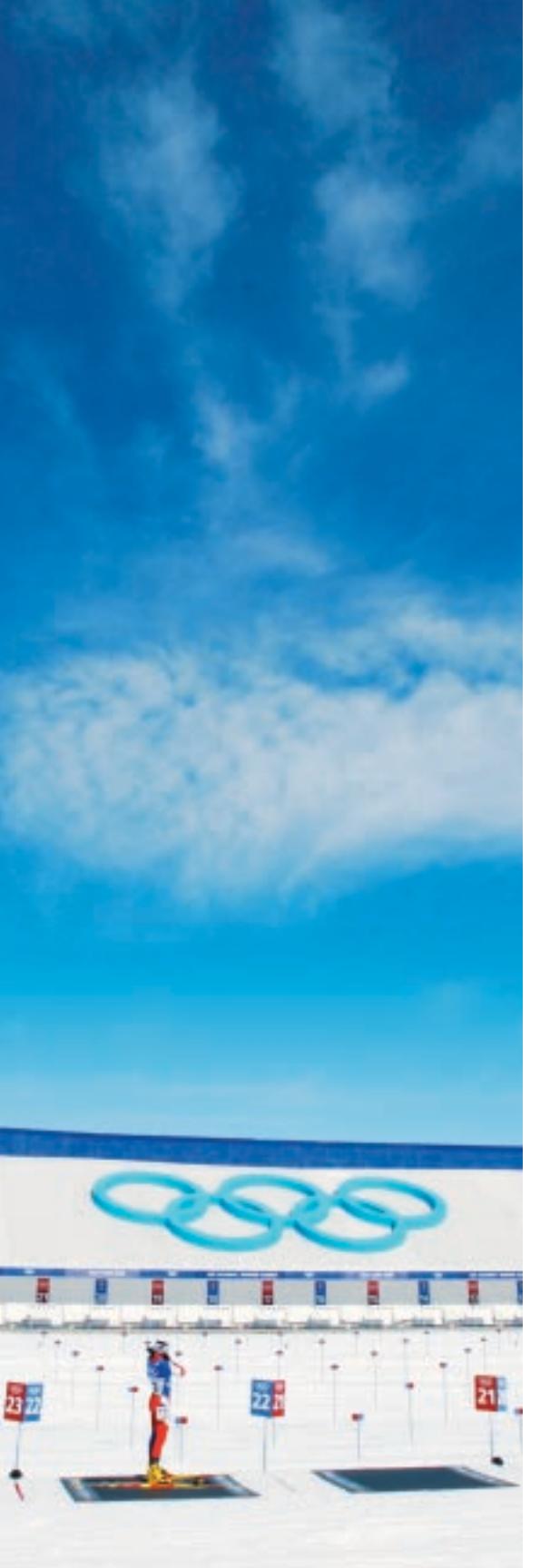
8 SALT LAKE 2002 MARKETING AND FINANCE

2002 Olympic Revenue Generation

SALT LAKE 2002 BENEFITED FROM THE MOST SUCCESSFUL MARKETING EFFORT IN THE history of the Olympic Winter Games. The Olympic marketing revenue generated in relation to Salt Lake 2002 provided an unprecedented level of support for the staging of the Olympic Winter Games and will provide record levels of support to the Olympic Family — including the National Olympic Committees (NOCs) and Olympic teams, the International Federations (IFs) of winter sports, and the IOC.

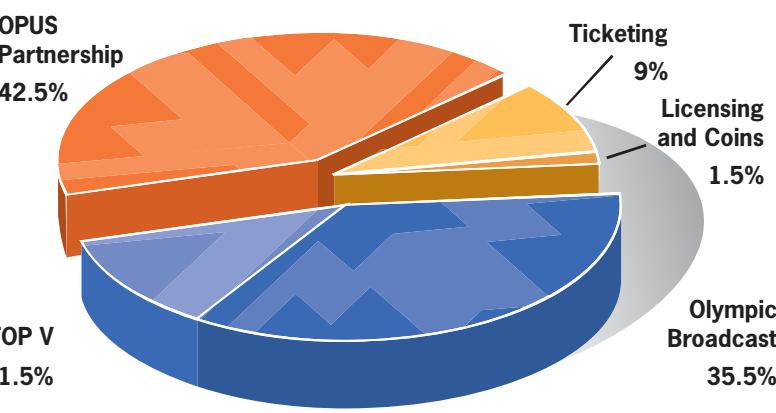
Salt Lake 2002 established a new benchmark for Olympic marketing success, generating in excess of US\$2,071 million from the success of the following programmes:

- ↳ The 2002 Olympic Winter Games broadcast
- ↳ The TOP V sponsorship programme
- ↳ The OPUS Partnership programme for 2002
- ↳ The 2002 Olympic Winter Games ticketing programme
- ↳ The Salt Lake 2002 Olympic licensing and coin programme



The following chart illustrates the sources of Olympic marketing revenue generated in relation to the 2002 Olympic Winter Games in Salt Lake City.

SALT LAKE 2002 Olympic Marketing Revenue Generation



IOC Generated	Olympic Broadcast TOP V (Winter)	US\$738 million US\$240 million
OPUS Generated	OPUS Partnership	US\$876 million
SLOC Generated	Ticketing Licensing & Coins	US\$183 million US\$34 million

Total Marketing Revenue US\$2,071 million

Note: The TOP V Programme will generate in excess of US\$600 million for the four-year period of 2001 – 2004, including the Salt Lake 2002 and Athens 2004 Games. The above-mentioned "Winter" share represents an arbitrary allocation of 40% of the TOP programme total for the Winter Games, and not contractual values.

2002 Olympic Revenue Distribution

Marketing programmes related to Salt Lake 2002 generated a total US\$2,071 million in revenue, and will provide the greatest level of support for the Olympic Movement of any Olympic Winter Games in history.

Approximately 67% of the total Olympic marketing revenue generated in relation to the 2002 Olympic Winter Games was contributed to the SLOC to support the staging of the Games. The remaining 33% of the total Olympic marketing revenue generated in relation to the 2002 Olympic Winter Games will be distributed throughout the Olympic Family:

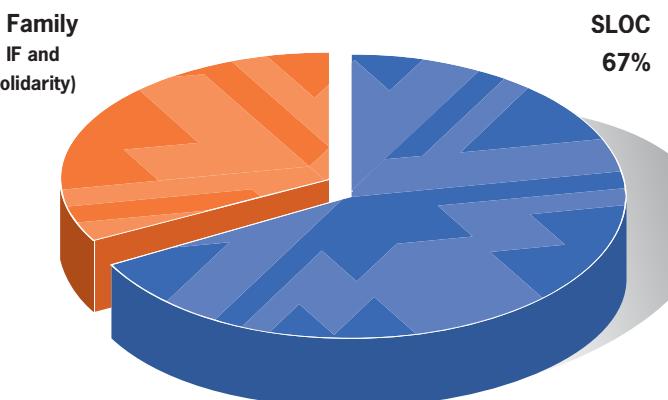
- IOC Generated
- OPUS Generated
- SLOC Generated

→ NOCs that brought Olympic teams to compete at Salt Lake 2002 will benefit more than ever before from the IOC's global Olympic marketing programmes. These NOCs will receive proceeds totaling US\$45 million in subsidies from Olympic broadcast revenue distributed via Olympic Solidarity. NOCs also receive major contributions from the TOP V programme over the course of the 2001 – 2004 quadrennium.

→ The IOC will increase by more than 70% the revenue distributed to the IFs of winter sports from the Nagano Games, granting Winter IFs more than US\$92.4 million for their participation in Salt Lake 2002.

→ As a joint participant in the OPUS partnership programme for Salt Lake 2002, the U.S. Olympic Committee will receive approximately US\$277 million in OPUS revenue, or approximately 30% of the total revenue for the OPUS programme, which will be used to support the U.S. Olympic team and the training and development of U.S. Olympic athletes and hopefuls.

SALT LAKE 2002 Olympic Revenue Distribution





Financing the 2002 Olympic Winter Games

The Salt Lake 2002 Olympic Winter Games budget was provided entirely through the support of Olympic marketing and broadcast programmes. The SLOC received approximately US\$1,390.5 million from Olympic marketing programmes. The chart below identifies the amount of revenue contributed directly to the SLOC from each Olympic marketing programme.

The success of Olympic marketing programmes allowed the SLOC to far exceed the target revenue projections established at the time of the Salt Lake City bid for the 2002 Olympic Winter Games.

- The SLOC's US\$1,390.5 million total share of Olympic marketing revenue exceeded the Organising Committee's total bid revenue target of US\$743.845 million by approximately 87%.
- The Olympic broadcast revenue contribution of US\$443 million to the SLOC exceeded the Organising Committee's broadcast revenue target of US\$313.2 million by approximately 41%.
- The TOP programme direct contribution to the SLOC more than doubled the Organising Committee's original target for TOP support, as the Worldwide Olympic Partnership contribution of US\$131.5 million exceeded the SLOC's bid projection of US\$50 million by approximately 163%.

The OPUS partnership programme contribution to the SLOC more than doubled the Organising Committee's original target, as the OPUS support of US\$599 million exceeded the SLOC's bid projection of US\$260.65 million by approximately 130%.

The Salt Lake 2002 ticketing programme provided receipts that more than doubled the Organising Committee's original ticketing revenue target, as the ticketing receipts of US\$183 million exceeded the US\$83 million bid revenue target by US\$100 million.

SALT LAKE 2002 Total Olympic Marketing Revenue to SLOC

Broadcast Revenue	US\$443 million
TOP V Support	US\$131.5 million
OPUS Support	US\$599 million
Ticketing Revenue	US\$183 million
Licensing and Coin Revenue	US\$34 million
Total	US\$1,390.5 million



ACKNOWLEDGEMENTS

The Olympic Broadcast Partners

United States	National Broadcasting Company, Inc. (NBC)
Canada	Canadian Broadcasting Corporation (CBC)
Central/South America	Organización de la Televisión Ibero-Americana (OTI)
Europe	European Broadcasting Union (EBU)
Australia	Seven Network Limited
New Zealand	TV New Zealand (TVNZ)
Asia	Asia-Pacific Broadcasting Union (ABU)
Japan	Japan Olympic Pool
Korea	Korean Olympic Pool
South Africa	Supersport International

SALT LAKE 2002 TOP PARTNERS



SALT LAKE 2002 OPUS SPONSORS



SALT LAKE 2002 OPUS PARTNERS



AchieveGlobal
Aggreko
Bombardier
Brown-Forman
Campbell Soup Company
Cardinal Health/Allegiance
Healthcare
Certified Angus Beef

Compass Group
Diamond of California
Drake Beam Morin
Garrett Metal Detectors
General Mills
Harris Interactive
Herman Miller/Henriksen Butler
IKANO

Kellogg's
Kimberly-Clark
KSL Television and Radio
Marriott International
Modern Display
O.C. Tanner Company
Pfizer
PowerBar
Questar
Schenker International
Sealy
Sears, Roebuck and Co.
Smith's
Sun Microsystems
Tickets.com
Union Pacific Railroad

Olympic Research Partners

Sports Marketing Surveys

Harris Interactive

Ipsos-Reid Corporation

The International Olympic committee conducts market research to understand attitudes and opinions toward the Olympic Games, the image of the Olympic Movement, and Olympic marketing. The 2002 Salt Lake Olympic Winter Games produced an extensive portfolio of market research, much of which is presented in this report. Further Olympic market research data is available from the IOC Marketing Department and the IOC web site, www.olympic.org.

Global Broadcast Research - Conducted by Sports Marketing Surveys (SMS). Based in the UK, SMS is a leading international and independent sports research organisation. A Global TV and Audience Report was conducted with detail, and in-depth tracking of 35 countries analysing commercial activity and individual sport coverage. SMS's Olympic Television Research Centre also undertook a Broadcast Infringement Study tracking worldwide TV broadcasts for infringements to code and contracts.

Games-Time Research – Conducted on-site in Salt Lake City during the two weeks of the Olympic Games. Research was conducted face-to-face with Spectators, Corporate Guests and Media.

Olympic Experience Research - Conducted by Harris Interactive to determine how people around the world experienced the 2002 Olympic Winter Games. Research was conducted via the Internet, face-to-face interviews and phone interviews in 11 countries from February 25 through March 4, 2002.

Olympic Brand / Image Tracking – The IOC first commissioned an objective global brand assessment in 1998 to develop a strategy to protect, build and leverage the Olympic Movement and the Olympic Brand. In 2002, the Olympic Brand was again tracked, as part of Ipsos Reid's Global Express Omnibus. Interviews were conducted in 10 countries about the world with 600 interviews per country.

The Salt Lake 2002 Marketing Report

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